ONTARIO GOVERNMENT BUSINESS PLANS
2000 - 2001

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Ontario

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Ontario Government Business Plans 2000 -2001

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Message from the Chair
Management Board of Cabinet

Chris Hodgson
Chair,
Management Board
of Cabinet

The Ontario government business plans outline our direction for the current fiscal year. They demonstrate our commitment to managing your tax dollars efficiently and to providing an open and accountable public service.

In addition to approved financial allocations for the upcoming year, each plan reports on key achievements, performance measures and a summary of expenditures.

We are continuing to invest in the areas that the people of Ontario have told us are important such as health care, skills for jobs and the renewal of our schools, hospitals and highways. As well, we are developing higher standards in education and taking action to improve community safety in order to make Ontario the best place to live, work and raise a family.

Restructuring government to improve the way we deliver services to the public also remains a priority. The Ontario government is proud to serve the people of Ontario. These business plans demonstrate that we are listening to taxpayers and meeting the needs of all Ontarians.

Chris Hodgson

Chris Hodgson
Chair, Management Board of Cabinet

MINISTRY OF AGRICULTURE, FOOD AND RURAL AFFAIRS

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Ernie Hardeman

Our agriculture, food and rural businesses and communities are vital components in the vibrancy of Ontario. They are interdependent and linked inextricably with the well-being of our province. That's why the Ontario government and the Ministry of Agriculture, Food and Rural Affairs are dedicated to ensuring long-term health and prosperity of the entire sector. We are working closely with the people of rural Ontario – those who know their own needs and potential best -- to build a strong future for their communities.

As announced in the Budget, the government plans to invest $600 million over five years in rural infrastructure and economic development, to ensure that our small towns and rural communities, and the farming and food businesses they support and depend on, have better opportunities to take advantage of Ontario's economic boom.

By implementing Healthy Futures for Ontario Agriculture, we're investing $90 million in addressing pressing issues like rural water quality and supply, food safety, new product development and improved market access.

By re-focusing the way we deliver programs and services, we've become a more flexible and effective organization, better able to invest in, collect and interpret the latest advances in research and technology to meet the real needs of our clients.

By negotiating aggressively with our federal counterparts, we're ensuring Ontario farmers receive their fair share of federal safety net dollars, so they can invest in their farm operations with greater confidence.

We've come a long way, but we're not there yet. By talking and listening to each other -- farmers, rural residents, entrepreneurs, municipalities and the many others who live, work and invest in rural Ontario -- we will, together, continue to build a better future for the entire province.

The Honourable Ernie Hardeman
Minister of Agriculture, Food and Rural Affairs

Ministry Vision

The vision of the Ontario Ministry of Agriculture, Food and Rural Affairs is to foster competitive, economically diverse and prosperous agriculture and food sectors and to promote economic development and job creation in rural communities.

Ministry priorities to fulfil this vision are to:

- promote value-added agriculture, increased exports and an improved agriculture and food trade balance;
- encourage investment and economic development in Ontario's agriculture, food and rural sectors; and
- serve as a key point of access for rural southern Ontario residents for provincial economic development initiatives.

The ministry will build upon its strong reputation for high quality client service. The ministry will deliver its agriculture, food and rural mandates while making the transition to a smaller and more flexible organization.

Core Businesses

Research and Technology Transfer

The ministry is committed to improving the competitiveness of the Ontario agri-food sector by developing and transferring innovative technologies to industry stakeholders. Investment in research is essential to encourage growth and jobs in the sector. The ministry's enhanced partnership with the University of Guelph positions Ontario prominently in the global information and technology network. It also provides a platform for more business activity that directly benefits Ontario's economy. Information taken from research conducted at the University of Guelph, and from other research carried out worldwide, is adapted to local and provincial conditions and business needs.

The agri-food diploma program at the University of Guelph's colleges in Ridgetown, Kemptville, Alfred and Guelph contributes to the research and development of on-site practical technologies. The colleges are ideally positioned to transfer these technologies to hundreds of graduates who then bring their expertise to the Ontario industry. Increasingly, industry contracts with university and college researchers encourage the rapid uptake of new technologies. Ministry staff also play a critical role in working with clients and business leaders to introduce them to innovative advances. Research and technology transfer efforts support the ministry's rural economic development core business.

Investment and Market Development

The ministry supports Ontario's goals of economic growth and job creation through an aggressive investment retention and attraction program. By offering single-window access to government to Ontario food processors, distributors, retailers and related associations, the ministry supports investment development in the food industry. The ministry also attracts international investors to Ontario's food industry by providing information and advice on the province's infrastructure, capital access, research and development, training and general business climate.

Market development activities are designed to boost Ontario's competitive advantage in domestic and export markets.

The Foodland Ontario consumer program helps develop the domestic market by encouraging shoppers to buy fresh Ontario fruits and vegetables. Working in partnership with Ontario farmers, food distributors and retailers, program staff increase consumer brand loyalty and sales of Ontario-grown produce.

Export market development increases sales of Ontario agri-food products with a special emphasis on commodities in which value is added to the raw product. The ministry works with new and established exporters to capture foreign markets including the United States, Asia, Europe and Latin America. These activities are consistent with and complement those of the Ministry of Economic Development and Trade.

The Ontario Farm Products Marketing Commission works to promote economic growth in the regulated sectors of Ontario's agri-food industry.

Rural Economic Development

Fostering economic development in rural communities is both a core business and a part of the ministry's vision. Ministry staff work with key businesses, other ministries and other levels of government to identify and reduce obstacles to current investment, as well as attract new enterprises to rural Ontario.

A number of programs and services are dedicated to improving the rural economy. As announced in the 2000 Ontario Budget, the $600 million Ontario Small Town and Rural Development initiative is to focus on the challenges to economic growth identified in the Premier's Task Force on Rural Economic Renewal. This will include $200 million for rural economic development and $400 million for rural infrastructure through SuperBuild. The $90-million Healthy Futures for Ontario Agriculture program, announced in December, 1999, is aimed at enhancing the safety and quality of the province's food products, capitalizing on marketing and export opportunities, improving rural water quality and making efficient use of water resources. The Rural Youth and Rural Job Strategy programs are aimed at investing with private sector partners in projects that encourage job creation and economic growth in rural Ontario. Teams made up of staff from the ministry, other provincial ministries and other levels of government continue to be created to help resolve local economic issues.

Risk Management

The ministry helps manage risk in two distinct areas. In agricultural production, the ministry, in partnership with the federal government, offers voluntary, cost-shared financial risk management programs to participating farmers. The ministry is committed to ensuring Ontario farmers receive their fair share of federal safety net dollars.

The Crown agency AGRICORP delivers cost-shared safety net programs on behalf of the two levels of government to help farmers better manage financial risk brought on by severe weather conditions, the policies and programs of other countries, and abnormal fluctuations in international commodity markets.

The Ontario Whole Farm Relief Program and the federal Agricultural Income Disaster Assistance program complement existing national safety net programs by providing a trade neutral risk management initiative that addresses very dramatic reductions in farm income.

With effective risk management programs in place, farmers can invest in and operate their businesses with the confidence that they have some protection against factors beyond their control. As a result, these programs support the ministry's vision and other core businesses. Safety nets also put Ontario farmers on a more equal footing with their counterparts in other provinces and countries that have heavily subsidized farm support programs.

In food production, the ministry, along with food manufacturers, is responsible for the safety of food inspected under provincial programs. The ministry is working with the industry and other levels of government to design and put in place nation-wide food inspection standards that continue to ensure consumers are protected while enhancing the industry's competitiveness in Canada and abroad. The ministry is also working with industry, other ministries, and municipal partners to continue strengthening the provincial food safety system. It is also helping develop industry-driven programs that assure the continued safety and quality of Ontario food.

Annual Report on Key Achievements for 1999 - 2000

Ontario once again led all other provinces in Canadian agri-food exports in 1999 by shipping $6.6 billion in products. This is a six per cent, or $360 million increase over 1998. Industry leaders are well on their way to reaching their 2005 target of 25 per cent of Canada's exports or one per cent of world trade. In 1999, Ontario accounted for $787 million, or about 41 per cent of the national total of new investment in the food and beverage sector.

In 1999, Ontario led the country in agricultural production, with total farm cash receipts of $7.03 billion, or about 23 per cent of the Canadian total. Ontario also accounted for about 21 per cent of the national total for agricultural investment in 1999.

Meeting Needs, Managing Risks

In December, 1998, the ministry introduced the Ontario Whole Farm Relief Program to assist all registered farmers whose incomes were drastically reduced due to plunging commodity prices and extremely adverse weather. On February 18, 2000, Minister Hardeman announced a number of program enhancements that would deliver an additional $75 million in federal and provincial money to hard-pressed Ontario farmers over two years. On March 23, 2000, federal and provincial Ministers of Agriculture reached an agreement on the future allocation of federal safety net dollars. This agreement means that Ontario farmers will receive their fair share of federal safety net dollars, which amounts to at least $30 million more annually. As announced in the Ontario Budget, the province will meet its commitment to provide a 40 per cent share, bringing the total amount of core safety net funding for Ontario farmers to about $230 million per year.

The ministry continued to work with the Ministries of Natural Resources, Energy Science and Technology, Health and Long-Term Care and Public Health Unit staff to review Ontario's food safety system. The team is investigating potential enhancements aimed at maintaining and improving the safety of the food supply for consumers while increasing the competitiveness of food producers and processors.

In addition, ministry staff have made significant contributions to developing national food safety codes in the dairy, horticulture and meat and poultry sectors. When implemented, these codes will better protect consumers, provide greater consistency in rules across the country and increase market access for small processors.

One hundred per cent of provincially-inspected abattoirs received comprehensive food safety audits in 1999-2000. Those that were required to developed corrective action plans.

Strengthening Agriculture and Rural Ontario

The $90-million Healthy Futures for Ontario Agriculture program, announced in December, 1999, encourages public/private sector partnerships to enhance the safety and quality of the province's food products; capitalize on marketing and export opportunities; improve rural water quality and make efficient use of water supplies.

The Rural Job Strategy Fund has so far encouraged $163 million in investments in 192 projects that are creating 10,000 jobs or work experiences in communities across the province. A total of $28.6 million in Ontario government funding was committed through the program, aimed at improving competitiveness, economic growth and job creation in the province's agriculture, food and rural sectors.

The $35-million Rural Youth Job Strategy has so far committed $14 million in 60 projects that are creating more than 10,000 jobs or job experiences. Partners in the public and private sectors have contributed $22.1 million, for a total investment of $36.1 million in rural youth. The cost-shared program is aimed at addressing barriers to employment faced by young people living in rural Ontario.

As promised in the 1999 Ontario Budget, the Retail Sales Tax Rebate on farm building materials was made permanent. As of March 31, 2000, more than 13,300 rebates totalling close to $30 million have been distributed over four years, representing almost $375 million in building materials purchased by Ontario farmers. The program is helping stimulate job creation and investment in new farm construction and rural economies.

A partnership including the ministry, various farm organizations, lenders, AGRICORP, the University of Guelph, the Ontario Institute of Agrologists and private advisors has developed the "Centre for Family Farm Succession" to help Ontario farmers transfer their assets at retirement. While still in development, the centre has already attracted national attention, and options are being explored to bring the service to all Canadian farmers.

The ministry also worked with provincial, federal, municipal and private sector partners to expand the network of Self Help Offices and Business Enterprise Centres, which continue to be very successful. For example, in its first year of operation, the Guelph Business Enterprise Centre has responded to 10,000 contacts, provided 2,500 person days of skills training and delivered more than 500 individual consultations.

Most of a $1.2 million Special Research Fund has been allocated to developing new food products, alternative crops and livestock, and advancing economic development in rural Ontario.

Expanding Markets, Encouraging Investment

The ministry helped retain current and encourage new investments in Ontario to boost economic growth and job creation. For example, in early 2000, a company announced that it would not close its Ontario cereal plant, opting instead to close a U.S. facility. By building a strong case to relocate the production lines in Ontario, ministry staff helped secure 600 Ontario jobs.

In another example, ministry staff helped a Swiss-based company decide to invest approximately $120 million in a food ingredient plant in the Niagara Peninsula. Groundbreaking for the plant will occur in the spring of 2000, and by early 2002, it is expected to employ 85 to 120 people.

Export development staff were successful in attracting key retailers and brokers to its incoming U.S. buying mission.

The ministry's international advisory services provided key links to increase sales, including a five-year, $20 million contract for an edible oil product, and an annual one million dollar contract for Ontario microwave popping corn.

Domestic marketing staff launched new television and radio commercials as part of the 1999 season campaign, which was aimed at building on the trust of Ontario growers. Results of a survey continued above the target of 80 per cent consumer recall of the Foodland Ontario symbol, and 88 per cent of shoppers said they would buy Ontario fruits and vegetables.

Improving Customer Service and Accountability

The ministry changed the way it delivers programs and services to better focus on the evolving needs of the Ontario agri-food industry and rural communities. As a result, the ministry:

- re-invested in expert staff to address issues like rural water quality and use; food safety; pesticide use and biotechnology.
- re-aligned the field office network to 13 resource centres, seven co-locations and six northern sites.
- re-focused service delivery by emphasizing telephone and internet technology, workshops and seminars to provide farmers and agri-businesses with leading edge production and farm management information.

In addition, the ministry continues to work closely with:

- Government Information Centres, which provide one-window access to government information, including OMAFRA printed material.
- Business Enterprise Centres across the province provide comprehensive service for rural entrepreneurs, businesses and communities.

An internal audit of the ministry's enhanced partnership with the University of Guelph was completed in 1999-2000 and steps have been taken to tighten accountability and improve monitoring.

Key Commitments and Strategies for 2000 - 2001

With its new program and service delivery structure in place, the ministry is well-positioned to help the agri-food sector and rural communities achieve greater competitiveness and prosperity in the coming years.

Encouraging and supporting an increase of agri-food exports to $6.7 billion in 2000-2001 will mean Ontario's industry leaders are on schedule to achieve their goal of 25 per cent of Canada's exports, representing a one per cent share of the global agri-food trade market by 2005. The ministry will continue to work with clients to foster trade in Ontario food and agriculture products and to attract investors.

Building Fairness and Prosperity

The Ontario government is committed to ensuring the benefits of strong economic growth are shared across rural and small town Ontario. As announced in the Ontario Budget for 2000, the $600 million Ontario Small Town and Rural Development initiative will be established to address a variety of challenges to economic growth facing rural Ontario. This will include $200 million for economic development and $400 million for infrastructure through SuperBuild. This initiative responds to recommendations made by the Premier's Task Force on Rural Economic Renewal, which conducted extensive consultations in rural communities across the province during March, 2000.

Also announced in the 2000 Ontario Budget was a proposal to convert the Retail Sales Tax Rebate program for farm building materials to a point-of-sale exemption. The ministry would work with farm groups and the Ministry of Finance to ensure a smooth transition to the new system. With this reduction in red tape, farmers could more easily invest in their operations and create economic activity and jobs in their communities.

Maintaining a strong farm community will help the multi-billion dollar agri-food industry continue to create growth and jobs throughout the province.

Further Reducing Risk

As promised in the Ontario Budget, the ministry will work to finalize the federal-provincial safety net agreement announced in March 2000, including ensuring Ontario farmers receive their fair share of federal dollars. The ministry will continue to work with the industry on a made-in-Ontario safety net package that best meets the needs of Ontario producers.

The ministry will deliver the second year of the Ontario Whole Farm Relief Program/Agricultural Income Disaster Assistance Program. Working with the industry, other provinces and the federal government, the ministry will also design an effective income disaster relief program for the years ahead.

The ministry is working with several other provincial ministries to continue strengthening Ontario's food safety system. The government will plan and implement enhancements to ensure a seamless, science-based, field-to-fork system that protects public health and supports the agri-food industry and rural economy.

Working Together

The ministry will be following up on two consultations conducted in 1999-2000 that included meetings with stakeholders across the province:

- conclusions reached by the Intensive Agricultural Operations Task Force will be considered by the Minister of Agriculture, Food and Rural Affairs. The task force, led by the Minister's Parliamentary Assistant Dr. Douglas Galt and the Minister of the Environment's Parliamentary Assistant Toby Barrett, was asked to respond to public concerns about the effects of intensive agricultural operations on water quality and the quality of life in rural Ontario. The goal is to respond to both the productivity and environmental needs of the agriculture sector and rural residents.

- feedback from the Drainage Program review is being compiled and a report will be forwarded to Minister Hardeman for his consideration. The review was conducted to find out if the program continues to meet the needs of the industry, what the priorities under the program should be, and how it could be more efficiently delivered.

The ministry worked with other provincial ministries and stakeholders to prepare a response plan to deal with low water conditions, should they occur this year. Ontario Water Response 2000 is intended to ensure provincial preparedness, to assist in co-ordination and to support local response in the event of low water conditions. The plan is based on existing legislation and regulations and builds on existing relationships between the province and local government bodies.

The Ontario Farm Products Marketing Commission will continue promoting sector-wide collaboration to enhance market growth and satisfy customer needs.

Managing for the Future

The ministry integrates the principles of the Environmental Bill of Rights with the social, economic and scientific aspects of its mandate. Consideration of the Statement of Environmental Values is an important part of the business planning process, where ministry decisions might significantly affect the physical environment.

The ministry and its clients recognize that wisely using our natural resources ensures that future generations can continue to farm, process food and enjoy a high quality of rural life in a responsible way. As a result, the ministry continues to provide substantial support and technical information to help clients with their environmental decision-making.

The ministry is also committed to working with the Red Tape Commission to reduce duplication and overlap and promote a positive investment climate in Ontario's agri-food sector. Staff will continue to identify and eliminate red tape by periodically reviewing programs, legislation and regulations.

Key Performance Measures

Core Business:
Research and Technology Transfer

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Ontario's agri-food sector remains a leader in developing and adopting new technology.	Productivity gains/cost reductions and/or quality improvements for key commodities.	To outperform main competitors in North America. Dairy – outperform other provinces on cost of production. Soybeans – 10-year average yield to outperform Michigan and Ohio. Hogs – maintain or improve financial efficiency of operations as compared to other provinces.	To continue outperforming Ontario's main competitors in North America. Dairy – 1998 cost of production for milk ($/hectolitre): Ontario - $56.84. National average - $59.15 Soybeans – 1998-99 10-year average yield in tonnes/hectare: Ontario – 2.6, Ohio – 2.6, Michigan – 2.5. Hogs – cash income as a per cent of gross revenues is 15.6% and ranks fourth among provinces.
That the ministry/University of Guelph make a significant contribution to enhancing the competitive position of the Ontario agri-food sector through research.	Amount of private sector and other non-ministry (e.g. federal government) spending on agri-food research at the University of Guelph.	Private sector and other non-ministry spending to grow each year.	To meet or exceed the highest achievement in recent years of $40.8 million in non-ministry funding for research and $12 million from business and industry funding.

Core Business:
Investment and Market Development

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Continuing growth of Ontario agri-food exports.	Increased Ontario agri-food exports.	1% of world agri-food trade by 2005, representing $7.5 - $10 billion in exports, a minimum growth of 4% annually.	$6.7 billion in agri-food exports to reach 4% growth target.

Core Business:
Rural Economic Development

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
An improved economy in rural Ontario.	Employment and business start-ups in rural Ontario.	Ontario to have a higher rate of growth in employment and business start-ups than the national average in rural areas.	Ontario will maintain or improve its ranking in rural business start-ups. Ontario will maintain or improve its growth in rural business establishments of 7.7%.

Core Business:
Risk Management

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Ontario farmers take advantage of risk management tools available.	Net Income Stabilization Account (NISA) and Crop Insurance program participation and NISA fund balances.	Maintain or improve participation in programs. Significant withdrawals from NISA are expected in 2000-2001 due to low farm incomes in 1999.	Maintain current enrolment of 39,284 in NISA. Most eligible farmers already participate in the program. Maintain a NISA balance of $620 million. Increase crops covered by crop insurance by 3% to 1.52 million hectares.
Maintain safety and quality of Ontario's food supply	Horticulture: Number of risk assessments completed for fruit and vegetable commodities produced and marketed in Ontario.	Risk assessments completed for all fruit and vegetable commodities produced and marketed in Ontario.	Develop programs to follow up on ten risk assessments completed in 1999-2000; conduct risk assessments for 5 additional fruit and vegetable commodities.
	Number of food-borne disease outbreaks from provincially-licensed plants.	No food-borne disease outbreaks from provincially-licensed plants.	Outbreaks from provincially-licensed plants = 0

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Agriculture, Food and Rural Affairs

Operating $328 million
730 staff

Research and Technology Transfer

Operating $78 million
185 staff

Investment and Market Development

Operating $18 million
155 staff

Rural Economic Development

Operating $31 million
200 staff

Risk Management

Operating $183 million
120 staff

Administration/Main Office

Operating $18 million
70 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of Agriculture, Food And Rural Affairs

Operating	$446 million
Capital	$80 million
	680 staff

Research and Technology Transfer

Operating	$125 million
	160 staff

Investment and Market Development

Operating	$17 million
	155 staff

Rural Economic Development

Operating	$85 million
Capital	$80 million
	180 staff

Risk Management

Operating	$204 million
	115 staff

Administration/Main Office

Operating	$15 million
	70 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

Who to Call

Questions or comments about the ministry's business plan are welcomed. Visit http://www.gov.on.ca/omafra or call our toll-free number at 1-888-466-2372.

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MINISTRY OF THE ATTORNEY GENERAL

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. James M. Flaherty

We believe everyone in Ontario has the right to be safe and feel safe from crime. We should be able to walk in our neighbourhoods, use public transportation, live in our homes and send our children to school without fearing criminals.

Promoting the values of respect and responsibility is fundamental to improving public safety, and we are committed to enshrining these values in the justice system. The *Safe Streets Act*, now in force, protects people's right to use our streets and public places without fear or intimidation. The *Parental Responsibility Act*, passed in May 2000, would make parents financially accountable for property loss, damage or destruction caused intentionally by their children.

A sense of safety and security must begin at home. Together, the 1999 and 2000 Ontario Budgets provide annual funding of $20 million to expand domestic violence court programs and to improve services at the existing sites.

To give victims a stronger voice, Crown attorneys now have dedicated time to spend with victims and witnesses in preparing cases. The Office for Victims of Crime will be permanently established in legislation.

An efficient and effective justice system contributes to Ontario's competitive economic edge. We are building courthouses, deploying technology and introducing new processes to modernize the system.

The initiatives outlined in this report to the public demonstrate we are serious about protecting our communities from crime and improving justice services for the people of Ontario.

The Honourable James M. Flaherty
Attorney General

Ministry Vision

Our vision is for safe and prosperous communities supported and protected by a modern, effective and accessible justice system. This vision guides all of the ministry's planning and decisions.

A modern justice system anchors the values of a free and democratic society and is the foundation for community and personal safety. Such a justice system gives victims a voice in the criminal justice process while holding offenders responsible for their conduct. It supports family life by helping families resolve disputes and enforce decisions. And it contributes to economic prosperity by supporting safe communities that attract investors and by providing individuals and businesses with efficient ways to resolve disputes.

The ministry's vision is based on the firm belief that Ontarians have a right to feel and be safe and secure in their homes and communities. This vision leads the ministry to work toward safer streets and safer communities, to protect victims of crime and to promote respect and responsibility.

Core Businesses

The Ministry of the Attorney General pursues its vision of the Ontario justice system through five core businesses.

Supporting Victims of Crime throughout the Criminal Justice System

- The government is committed to building a justice system that responds to the needs of victims of crime and gives victims a stronger voice. Crown attorneys now have dedicated time to spend with victims and witnesses in preparing cases. Victims currently receive support through such initiatives as the Victim/Witness Assistance Program, with 26 offices around Ontario.
- The Office for Victims of Crime is working to strengthen victims' services. It continues to work with community groups and government program staff to develop ways to better meet victims' needs across the province.
- The ministry works with the Ministries of the Solicitor General and of Correctional Services to create a justice system that reflects the principles expressed in the *Victims' Bill of Rights, 1995,* which supports and recognizes the needs and rights of victims of crime in the criminal and civil justice system.

Providing Support Services to Vulnerable People

- The ministry provides or supports a range of special services to bring the justice system to those most in need. These services encompass enforcement of support orders so families and children get the money to which they are legally entitled, decision-making on behalf of mentally incapable people with no one else to act on their behalf, legal representation of children and funding for Legal Aid Ontario.

Prosecuting Crime and Preserving Public Order and Personal Safety

- The ministry protects community and personal safety through timely, fair and effective prosecution of offences across the province. More than 600 Crown attorneys prosecute approximately 500,000 charges each year.
- In the criminal justice system, the ministry works with the Ministry of the Solicitor General, which regulates police services, and the Ministry of Correctional Services, which operates custodial facilities and probation and parole services. The goal is to ensure that criminal acts are met with appropriate consequences, to balance individual rights with responsibilities and to create safer streets and safer communities.

Delivering Criminal, Civil and Family Courts and Related Justice Services that are Fair, Co-Ordinated, Timely and Accessible

- The ministry provides a range of services that support Ontario's family, criminal and civil courts. More than 250 court offices around the province serve litigants, judges, lawyers, Crown attorneys, police and the public.
- The government has made a commitment to providing courts and related services that respond to the changing needs of the people of Ontario. The ministry is moving forward with modernizing the justice system to make it more accessible and convenient for the public, to make courts work better and faster and to offer alternatives to court for resolving disputes.

Providing Legal Advice and Service to Government

- Since government itself is a user of the justice system, it requires legal advice and services. This core business provides expert legal services to government ministries, agencies, boards and commissions.

Annual Report on Key Achievements for 1999 - 2000

Strengthening Community and Personal Safety

The *Safe Streets Act*, which took effect January 31, 2000, protects the public's ability to use the streets, sidewalks and other public places in a safe and secure manner. Passed in the fall 1999 session of the Legislature, the Act prohibits squeegeeing, aggressive solicitation including aggressive panhandling, soliciting in certain situations where a person cannot easily walk away (such as at bank machines) and disposal of dangerous objects like syringes in outdoor places without taking proper precautions. The legislation gives police the power to arrest individuals who commit these offences, thereby keeping the streets safe for law-abiding citizens.

The first-ever backlog blitz in Ontario's criminal courts has made communities safer by speeding up the progress of cases in the six busiest locations. The number of charges pending in these sites for more than eight months decreased from 269 in 1997-98 to16 in 1999-00. The next steps in reducing delay have been outlined by the Criminal Justice Review, a joint initiative by the judiciary, the ministry and the defence bar. The ministry began to implement the review's 100-plus recommendations for streamlining criminal justice procedures, co-ordinating roles in the system and using resources more efficiently.

Everyone in Ontario has the right to feel safe, and be safe, in their neighbourhoods, on their streets and, above all, in their homes. In the 1999 Ontario Budget, the government committed $10 million annually to support a comprehensive strategy to combat domestic violence, including doubling the number of domestic violence courts to 16. As a result, new courts are being established in Etobicoke, Scarborough and College Park in Toronto and in Windsor, Sudbury, Newmarket, Barrie and Kitchener. Resources in the existing eight courts are also being strengthened. Partner Assault Response programs and the Victim/Witness Assistance Program are expanding as part of this initiative. The goal is to provide better support for victims, break the cycle of violence and deliver the clear message that abusers must pay for their actions.

The expansion of domestic violence courts was a key recommendation of the May-Iles coroner's inquest in 1998. The ministry co-ordinated the government response to the inquest findings. Overall, more than 90 per cent of the recommendations have been implemented or are in progress. Actions by the ministry include placing more Crown attorneys in the busiest bail courts, providing prosecutors with dedicated time to spend with victims and witnesses, and developing information systems to share critical information on crimes with justice partners.

Ontario continued to press the federal government to toughen the proposed *Youth Criminal Justice Act* (YCJA), which contains many of the same weak provisions as the existing *Young Offenders Act* (YOA). Essentially the YCJA is the same book with a different cover. Ontario stressed that the YOA has failed to deter violent youth crime and hold offenders accountable. Nationally, violent youth crime is up 77 per cent over the past 10 years and 43 per cent of convictions under the YOA in 1998 involved repeat offenders.

The province also called on the federal government to make fundamental changes in the way criminals are sentenced in Canada. Ontario's proposals include repeal of the federal "discount law" that puts offenders back on the streets after serving only two-thirds of their sentence. Ontario has also demanded mandatory minimum sentences for repeat serious violent crimes, such as sexual assault, robbery and assault causing bodily harm. The Attorney General issued a new sentencing directive to Crown Attorneys which emphasizes that conditional sentences – allowing offenders to serve their sentences in the community – are not appropriate for crimes of violence or attempted violence. The directive advises prosecutors that conditional sentences should not be recommended by the Crown where the need to denounce and deter the offender's conduct is paramount.

Ontario takes a balanced approach to youth crime that encompasses Youth Justice Committees as an alternative to the courts for holding non-violent young offenders accountable. The ministry established a Youth Justice Committee pilot in six communities and over the next two years plans to triple the number of sites to 18. Under this program, panels of community members meet with young offenders accused of minor, non-violent offences and their parents to determine how the offender should make amends. This approach improves community safety by giving young offenders a chance to turn away from a life of crime.

The ministry protected community safety by expanding a database on high-risk offenders to record all applications regarding dangerous offenders, longer term offenders and offenders completing sentences for serious personal injury crimes. The ministry database is part of a national system accessible to law enforcement officials across the country. If a criminal re-offends, the flag alerts authorities to the past record, so they can consider a dangerous offender application to keep the individual off the streets.

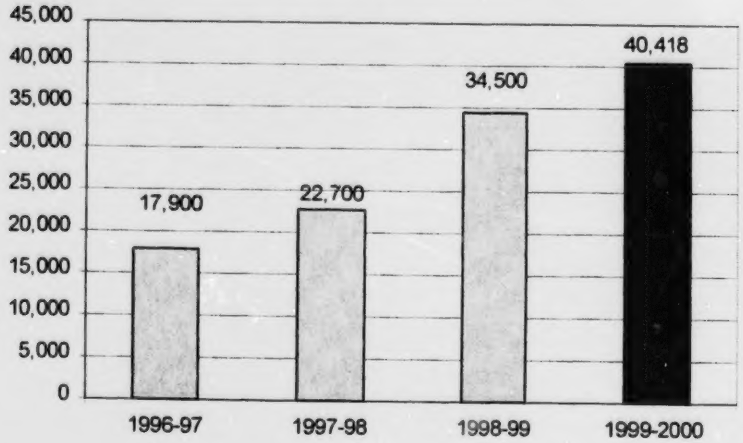
Support for Victims of Crime

Victims now have a stronger voice in the criminal justice system. The hiring of an additional 59 Crown attorneys at a cost of $8 million annually means that prosecutors have one full day out of court, per four days in court, to spend with victims and witnesses in preparing cases.

The Office for Victims of Crime, proposed and run by victims and front-line criminal justice professionals, continued its work with community groups and government program staff to develop ways to better meet victims' needs across the province.

The Victim-Witness Assistance Program, which guides and supports victims and witnesses throughout the criminal justice process, served a record 40,000 clients. Survey forms submitted by clients completing the program showed a 94 per cent satisfaction rate with the services provided.

Victim/Witness Assistance Program
Number of Clients Assisted



Investing in Justice

The Integrated Justice Project – often described as one of the world's largest justice modernization initiatives – prepared for implementation. The project represents a $203 million investment by a private-sector consortium and the Ministries of the Attorney General, Solicitor General and Correctional Services. A comprehensive information system will link courts, judges, lawyers, prosecutors, police and correctional staff – reducing paperwork and increasing efficiency for all justice partners.

During the year more than 3,600 desktop or laptop computers were installed in court, judicial and Crown attorney offices, together with network wiring. Automated case management systems and digital audio court recording systems were tested in three court locations. As expected, a number of modifications were highlighted to meet user needs. Changes are being made to further refine software and prepare for implementation.

Since 1995, the government has committed $266 million to build or renovate court facilities – the largest courthouse construction program in Canada. Among these projects, new courthouses in Hamilton and Welland officially opened in 1999-2000 and the new Windsor courthouse began operation. Other courthouse projects are under construction or in the planning stages in Brampton, Brockville, Pembroke, Chatham and Owen Sound. State-of-the-art facilities enable the courts to deal with cases more quickly and improve service to the public.

Alternatives to the Traditional Justice System

The Family Court of the Superior Court of Justice (formerly known as the Unified Family Court) handles family law matters that might otherwise involve two different courts, providing more convenient service for families. This model also provides ready access to family mediation services, thereby assisting families to settle disputes out of court and reduce the emotional and financial costs. The Family Court expanded to 12 additional sites in late 1999, for a total of 17 – reaching about 40 per cent of Ontario's population. The ministry introduced family law information centres and parent education programs at all sites to help parents focus on children's best interests.

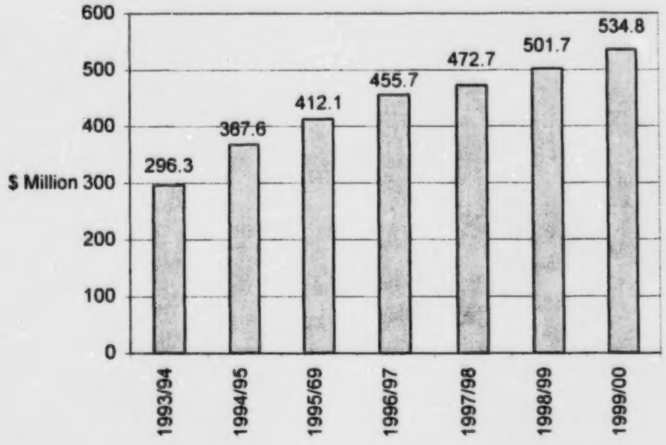
In the civil courts, the Mandatory Mediation Program recorded a high success rate in its first year of operation in Toronto and Ottawa. Of cases referred to mediation early in the litigation process, 40 per cent settled fully and 17 per cent settled partially, saving the parties time and money. An accessible and efficient system for resolving commercial and other civil disputes supports Ontario's positive economic climate.

The ministry is contributing to the realignment of local services by transferring to municipalities responsibility for processing and prosecuting "ticketable" offences under the *Provincial Offences Act*. Municipalities keep the fines revenue collected. As of March 2000, 18 transfers had been completed, representing about 30 per cent of the court services areas in the province. The remaining transfers are expected to be completed by late 2001.

Protecting the Most Vulnerable

In 1999-2000 the Family Responsibility Office (FRO) collected nearly $535 million for Ontario families owed support payments. This represents a 45 per cent increase over a five year period – well beyond FRO's caseload growth of 27 per cent. A one-year Collection Agencies Pilot Project reached a successful conclusion in late 1999. Targeting debt more than three years old, which is generally considered uncollectible, the project located $11.3 million in support for families and children. The total includes funds paid as well as arrears where payers agreed to start payments.

Family Support Payments Collected



FRO is the first support enforcement program in Canada to introduce a secure Internet-based employers payment system. It enables employers to transfer support payments from their employees directly to FRO quickly and securely. More than 200 companies have joined the system since it started up last October.

The government more than doubled the number of Supervised Access Sites from 14 to 36 to help families in crisis and protect the security of children. The program provides safe, neutral places for supervised pick-ups or visits between a child and a non-custodial parent or other relatives. This service can help children maintain a relationship with both parents in times of family conflict.

Child-friendly courts expanded to 16 sites, providing facilities and services designed to make the court experience less traumatic for children who are victims or witnesses. These special courts offer such features as smaller, less intimidating courtrooms; specially designed screens in front of the witness stand; closed-circuit televisions so the child can testify outside the courtroom; and on-site support staff.

The Office of the Public Guardian and Trustee is the decision-maker of last resort for people who are mentally incapable and have no one else to act on their behalf. New annual funding of $3.5 million enabled the office to increase the number of front-line staff by 35 per cent. As a result, more time can be devoted to complex guardianship cases and to clients living independently who need more assistance. The office also met its targets for responding quickly to allegations of abuse and for making prompt medical treatment decisions.

Key Commitments and Strategies for 2000 - 2001

Building a Safer Ontario and Promoting Respect and Responsibility

Parents could be held financially accountable for property loss, destruction or damage intentionally caused by their children by the *Parental Responsibility Act*, passed by the Legislature in May 2000. This law would make it easier for victims of youth property crime to recover up to $6,000 in compensation from parents, through the Small Claims Court. Parents would not be liable if they can prove that the damage was unintentional or that they exercised reasonable supervision and made reasonable efforts to prevent the damage. More than 20,000 cases heard under the *Young Offenders Act* each year involve property crimes. The legislation is intended to establish responsibility for these actions and to give victims the justice they deserve.

The 2000 Ontario Budget committed annual funding of $4 million for the strategic deployment of specialized police forces and dedicated prosecutors and other legal resources to crack down on organized crime. This strategy will attack the business of organized crime. Ontario will host an organized crime summit in Toronto this year. The government intends to introduce legislation to provide civil remedies focussed on proceeds of crime and other corrupt practices.

The number of Youth Justice Committee sites will triple over the next two years at a total cost of $1 million, from six locations currently in operation or in the planning stages to a total of 18. Using community panels to decide sanctions for non-violent offences by young people can increase public safety. This approach has been shown to result in a lower rate of repeat offending, compared with the court system.

Ontario will continue to put pressure on the federal government to become a full partner in the war against crime. The province will press Ottawa to overhaul the proposed *Youth Criminal Justice Act* and to toughen federal sentencing policies to deter crime and hold offenders accountable for their actions. These changes are essential to protect the public and to do justice to victims.

Conditional sentences, introduced by the federal government in 1996, permit offenders who would otherwise be imprisoned for up to two years to serve their time in the community. The Attorney General has taken the position that conditional sentences are not appropriate for crimes of violence or attempted violence and has called on the federal Minister of Justice to introduce legislation severely curtailing their use. Ontario will continue to demand federal action because conditional sentences jeopardize community safety by allowing serious, violent offenders who should be in jail to walk the streets. In the interim, the Attorney General has issued a directive to Crown attorneys advising them that conditional sentences should not be recommended to the court where the need to denounce and deter the offender's conduct is paramount.

Safeguarding Victims

The government stands firmly on the side of victims of crime and will make the Office for Victims of Crime permanent. Staffed by crime victims and front-line criminal justice professionals, the Office will provide advice in the development of an overall framework for victims' services.

The 2000 Ontario Budget provided $10 million on an annualized basis to increase the number of domestic violence courts by 50 per cent – from 16 already operating or in the planning stages to a total of 24. Through these innovative courts, domestic violence cases are aggressively prosecuted with the assistance of improved investigation techniques, such as use of 911 tapes. First-time offenders are referred to an intensive counselling program, if they have not caused serious injuries or used a weapon. Victims receive intensive, responsive support services. These courts proclaim that domestic violence is a crime and will not be tolerated in Ontario.

Protecting Children and Families

Family law information centres will be expanded to all 52 family court locations across the province. These centres provide clients with information about the legal process, help in filling out forms, referrals to other services such as mediation, parent education, community programs and general legal advice from Legal Aid Ontario.

The number of Supervised Access Centres, which serve families with custody and access arrangements, will increase from 36 to 52 at a cost of $2 million per year. The province-wide expansion will give more children a safe and secure place to visit or be picked up by non-custodial parents or other relatives. This program can greatly reduce the emotional toll family disputes often take on children.

The ministry will continue to implement case management in the Family Court of the Superior Court of Justice as well as in the Ontario Court of Justice in line with the new Family Law Rules. The rules set time standards for the flow of cases and require judges to monitor proceedings to avoid unnecessary cost and delay. Strict timelines are set for the progress of child protection cases through the courts, addressing concerns raised in coroner's inquiries. Family case management will be conducted manually at first and then automated when the Integrated Justice Project is phased in.

The government has endorsed a report submitted to the ministry by the Honourable Sydney L. Robins, a former judge on the Ontario Court of Appeal, entitled "Protecting Our Students: A Review to Identify and Prevent Sexual Misconduct in Ontario Schools." The government commissioned the report in response to the 1996 conviction of a former Sault Ste. Marie teacher on sexual assault charges. The report sets out more than 100 recommendations to help school boards, the Ontario College of Teachers, the judiciary, several provincial ministries and the federal government improve protection for children. The Ontario government endorses the report and is committed to working with its partners in the expectation that immediate action will be taken on the majority of the recommendations.

Based on the success of last year's pilot project, the Family Responsibility Office will expand the use of collection agencies to get families the money they are owed. In this second phase, private collection firms will concentrate on more recent debt by collecting support more than six months overdue.

Modernizing the Justice System

The Integrated Justice Project will continue building an information system to link people who work in the justice system, including police officers, prosecutors, lawyers, court staff, judges and correctional services staff. The project will not merely automate existing processes but will take advantage of advanced software technology to change the way people in the justice system do business. Information entered once in the system will be shared with authorized users, whenever and wherever they need it. The phase-in of automated case management systems will begin in civil, family and criminal courts. The new systems will monitor the progress of every case, helping to keep proceedings on track. As well, deployment of a case management system will get under way in Crown Attorney offices to help Crowns schedule and monitor cases. Crowns will also begin to receive police information briefs electronically.

Key Performance Measures

Core Business: Prosecuting crime, preserving public order and personal safety

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Criminal justice resources are better focused and prosecution processes are streamlined to (1) hold offenders accountable; (2) preserve victims rights; and (3) ensure public safety.	The number of criminal cases dismissed province-wide as a result of unreasonable delay.	Reduce the number of cases dismissed due to delay province-wide to no more than 20 cases in three years (March 2003)	Reduce the number of criminal cases dismissed due to delay to no more than 40 cases province-wide.

Core Business: Providing support to victims of crime throughout the criminal justice system

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Increase and improve support for victims proceeding through the criminal justice process.	Client satisfaction with services provided by the Victim/Witness Assistance Program (V/WAP).	90% client satisfaction with program services.	Attain 92% client satisfaction with program services.

Core Business: Providing criminal, civil and family courts and related justice services, that are fair, coordinated, timely and accessible

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Public satisfaction with court services.	Survey level of public satisfaction with services	Develop customer satisfaction survey across Ontario court system.	Conduct province-wide survey in Small Claims Court.
Improve customer service in the North York Small Claims Court.	Average wait time for counter services.	Average wait time of 15 minutes or less.	Reduce average wait time for counter services from 17 minutes to 15 minutes.
	Average time to process all claims and defenses received in the mail.	Average process time of 2 working days.	Reduce processing of all claims and defenses received in the mail from an average of 4 working days to within three working days.
	Time to process enforcements	Enforcements are processed in 4 working days.	Reduce time to process enforcements from 5 days to 4 days.
Reduced time to resolution for litigants in civil proceedings	Time to resolution of cases.	To be determined by methodology	Conduct pilot evaluations, pending outcome of Simplified Rules, Civil Case Management and Mandatory Mediation results.
Implement mandatory referral to mediation in civil, non-family cases in the Superior Court of Justice, to reduce the time to settlement and costs for litigants.	Percentage of cases that have early settlement through the mediation process.	Cases referred to mandatory mediation will have a 40% settlement rate (full and partial settlement).	Target 40% settlement rate as the Mandatory Mediation Program is implemented.

Core Business. Providing decision-making, enforcement and justice support services to vulnerable people

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Improved customer service through faster telephone access to Client Service Associates in the Family Responsibility Office (FRO).	Client wait time for calls to Client Service Associates.	Average telephone wait time of 10 minutes or less.	Average wait time of 9 minutes.
More child support funds for the support of children through Family Responsibility Office (FRO) activities to enforce increased compliance with child support orders.	The % increase in compliance rates.	A 61% compliance rate.	61% compliance rate.
All allegations of harm against vulnerable people are responded to promptly by the OPGT.	% of cases where standard is met.	Commence follow-up to allegation within 24 hours	Standard is met 90% of the time.
All OPGT decisions related to medical treatment for clients are made promptly.	Time taken to make a decision after receipt of all necessary health information.	Decisions made within three days of receipt of all necessary health information.	Standard is met 92% of the time.

1999-2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of the Attorney General**

Operating	$803 million
Capital	$ 59 million
	6,135 staff

Prosecuting Crime

Operating	$100 million
	1,090 staff

Criminal Law
Special Investigations Unit

Criminal, Civil and Family Courts

Operating	$269 million
Capital	$ 48 million
	3,260 staff

Administration of Justice
Judicial Services
Court Construction

Legal Advice to Government

Operating	$32 million
	690 staff

Legal Services
Legislative Counsel Services

Family Justice Services

Operating	$269 million
	755 staff

Public Guardian and Trustee
Children's Lawyer
Family Responsibility Office
Supervised Access and Bail Verification
Victims of Abuse
Legal Aid Ontario

Victims Services

Operating	$22 million
	140 staff

Victim/Witness Assistance Program
Criminal Injuries Compensation Board
Office for Victims of Crime
Domestic Violence Work Team

Internal Administration

Operating	$26 million (without leases)
	$111 million (with leases)
Capital	$11 million
	200 staff

Administration
Facilities Renewal

Note: Staff numbers are shown as full-time equivalents.
*PSAB based.
**Actuals for Ministry and Family Justice Services include PSAB adjustment decreasing Legal Aid Ontario by $31 million.

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of the Attorney General**

Operating	$882 million
Capital	$ 64 million
	6,520 staff

Prosecuting Crime

Operating	$118 million
	1,125 staff

Criminal Law
Special Investigations Unit

Criminal, Civil and Family Courts

Operating	$271 million
Capital	$ 55 million
	3,540 staff

Administration of Justice
Judicial Services
Court Construction

Legal Advice to Government

Operating	$23 million
	690 staff

Legal Services
Legislative Counsel Services

Family Justice Services

Operating	$327 million
	760 staff

Public Guardian and Trustee
Children's Lawyer
Family Responsibility Office
Supervised Access and Bail Verification
Victims of Abuse
Legal Aid Ontario

Victims Services

Operating	$28 million
	205 staff

Victim/Witness Assistance Program
Criminal Injuries Compensation Board
Office for Victims of Crime
Domestic Violence Work Team

Internal Administration

Operating	$ 21 million (without leases) $115 million (with leases)
Capital	$9 million
	200 staff

Administration
Facilities Renewal

Note: Staff numbers are shown as full-time equivalents.
*PSAB based.
**Approved allocations for Ministry and Family Justice Services include a PSAB consolidation adjustment in the amount of $29 million.

Who to Call

Questions or comments about the ministry's business plan are welcomed.

Visit our Website at http://www.attorneygeneral.jus.gov.on.ca or call our Public Inquiries staff at (416) 326-2220. The TTY/TDD number is (416) 326-4012. The fax number is (416) 326-4007.

At the Ministry of the Attorney General, you can also call:

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Lianne Krakauer (416) 326-2050

Court Services
Sherry Cameron-Stobie (416) 326-5350

Criminal Law
JoAnne Sakura (416) 326-2406

Family Justice Services
Richard Hustwick (416) 314-2503

Legal Services
Elizabeth Bucci (416) 326-2605

Integrated Justice Information Technology
Isabella McTavish (416) 326-1114

The ministry's address is:

Ministry of the Attorney General
720 Bay Street
Toronto, Ontario M5G 2K1

CHILDREN'S SECRETARIAT

2000-2001
Business Plan

Ontario

Message from the Minister

Honourable Margaret Marland

Human beings have intuitively known since early civilization that childhood experience is the foundation for success and well-being throughout life. As the great English poet John Milton wrote over 300 years ago, "The childhood shows the man, As morning shows the day."

Now we have scientific evidence that the most critical years of all are those from conception to age six, particularly the first three years. The Early Years Study, commissioned by Premier Mike Harris, examined the most current research and concluded that a child's brain development in the early years sets the basis for life-long learning, behaviour and health.

If we provide love, nurturing and stimulation for children in this critical period, they can develop the strength to face life's challenges. With good early child development and parenting, they can enjoy future educational success and become healthy, contributing adults.

Our government has embraced the Study's findings and is committed to extending early development opportunities to children and families across Ontario. I am honoured that Premier Harris has entrusted me, as Ontario's first Minister Responsible for Children, with the task of building a province-wide Early Years Program. We have already taken our first critical steps towards this goal and will make much progress in the year ahead.

The Ontario government's programs for children and youth extend far beyond their early years. As Minister Responsible for Children, with the support of the Children's Secretariat, I will continue to work with all ministries to co-ordinate policy planning and improve service delivery for children and families.

Local communities know best the supports they need to raise their children in healthy families. Strong partnerships backed by sound investments will secure a prosperous future for our children and our province. For this reason, the Children's Secretariat will also foster and build on community partnerships that serve children and families.

As the Early Years Study stated, “Improving the prospects for the next generation of Ontarians – with respect to school performance, health and quality of life, and success in the labour market – will improve the future for all of us.” Let us seize this opportunity to work together to provide the best possible opportunities for our children and future generations in this great province of Ontario.

Hon. Margaret Marland
Minister

Secretariat Vision

The Secretariat's vision is a child-, family- and community-centred approach to services and supports that promote the healthy growth and development of Ontario's children. To fulfil this vision the Secretariat will:

- Work with families, businesses, charitable and voluntary organizations, Ontario government ministries and other governments to support parents in the healthy development of children;
- Encourage early intervention in children's lives to prevent problems before they start;
- Provide families with access to information about available services and resources for their children.

Core Businesses

The Children's Secretariat has two core businesses:

- Promoting the healthy growth and development of Ontario's children.

  The Secretariat works with other government ministries and agencies to develop a unified approach to the provision of services for children. It seeks support from the private and voluntary sectors in early intervention and prevention initiatives for children, and fosters public and private partnerships to enhance services and supports for children and families.

- Generating public awareness of services and supports available for children.

  The Minister plays a key role as the government advocate, advisor, and 'voice' for Ontario's children. The Secretariat helps make Ontarians aware of the services and supports available for children and families. The Secretariat uses various modes of communication to help families learn about the resources available to them.

Annual Report on Key Achievements for 1999-2000

During its second full year of operation, the Children's Secretariat released the Early Years Study. The Study concludes that a child's brain development in the first six years sets the foundation for life-long learning, behaviour and health, and that all sectors of society must work together to promote the healthy growth and development of children.

Acting on the Study's recommendation, the Ontario government selected five Early Years Demonstration Projects to test and build on different community-based approaches to early child development. The Demonstration Projects will guide the work of the Early Years Task Group and government decision-making on a framework for community-based early child development and parenting centres. These community initiatives will showcase, test, and evaluate their approaches. The Demonstration Projects are located in South East Grey, London, Ottawa-Carleton, North Bay and York Region.

To generate public awareness of the services available for children and families, the Children's Secretariat improved and expanded its web site and developed links to external web sites offering information and/or services for children and families. The Secretariat distributed 10,000 paper copies of the Children's Pathfinder, Ontario's first directory of provincially-funded services for children. The Secretariat continues to make this important resource available on its web site at www.childsec.gov.on.ca. The Secretariat also distributed over 15,000 copies of the Early Years Study, which is also available on the Children's Secretariat web site.

During 1999/2000, the Minister Responsible for Children travelled to numerous communities across Ontario to raise awareness of the importance of good early child development and parenting, and to promote awareness of government services and supports for children and their families. Examples of these initiatives include:

- Providing breakfast to over 160,000 children through 1,330 local child nutrition programs;
- Offering new mothers the option to stay in hospital for 60 hours after childbirth;
- Screening all of Ontario's newborns and making home visits under the Healthy Babies, Healthy Children program;
- Funding the development of early learning programs; providing and expanding child care supports for children from low- and middle-income families; and funding for the Preschool Speech and Language program;
- Passing amendments to the *Child and Family Services Act* that will promote the best interests, protection and well-being of children and youth.

Key Commitments and Strategies for 2000-2001

In 2000-2001, the Children's Secretariat will continue to work proactively across government to promote strategies that protect the best interests of Ontario's children and youth. The Secretariat will also foster partnerships with the broader private and not-for-profit sectors to respond to issues affecting children and to secure multi-sector investment in the future.

Our Government is fulfilling another important recommendation of the Early Years Study through a Task Group to advise us on key elements and standards for an Early Years Program.

As part of the government's commitment to improve services for young children and their families, the work of the Early Years Demonstration Projects and the Task Group will continue. The Demonstration Projects and the Task Group will conclude their work in 2001.

The Secretariat will implement a public education and awareness campaign to broaden understanding of the importance of early child development and parenting. This will be accomplished in part through a partnership with TVOntario to expand programming, including the creation of good early child development/parenting tools. The government will also provide funding for community coordinators to raise awareness at the local level of the importance of the early years.

To facilitate access to information about provincially supported services for children, the Secretariat will expand and update the *Children's Pathfinder* to provide a comprehensive inventory of government-funded services and programs for children.

To help meet the government's commitment to extend early child development and parenting opportunities to every child in Ontario, a $30 million Early Years Challenge Fund will be launched in 2000. The Challenge Fund will match contributions from the business, voluntary, and charitable sectors; communities will be invited to apply for assistance from the Fund later this year. Through the Early Years Challenge Fund, the government will invest up to $15 million in 2000-2001, increasing to $30 million in 2001-2002 to support communities' early years initiatives.

The government will also establish a Youth Reference Board to provide Ontario's youth with the opportunity to advise the Minister Responsible for Children on youth priorities and issues, and engage youth more directly in discussions and decisions on the future of Ontario.

Partnerships are also important for enhancing services and supports for children and families. That is why we are creating the Minister's Youth Reference Board and seeking advice from the Early Years Task Group. Bringing people together in this way will assist the Minister and Secretariat in identifying priorities and further steps that will benefit Ontario's children now and in the future.

Key Performance Measures

Core Business

Core Business #1: Promoting the Healthy Growth and Development of Ontario's Children

Goals/ Outcomes	Measures	Targets/Standards	2000-2001 Commitment
Increased community capacity to support children's early development	Number of communities that are running early child development and parenting centres consistent with provincial framework	20% increase over established baseline by 2001/2002	• Launch government-approved framework for community capacity • Launch Challenge Fund to mobilize communities and other sectors around early child development and parenting • Commence tracking increased involvement of business, voluntary and charitable sectors in early child development and parenting through take up on the Early Years Challenege Fund
Best practice knowledge and research to guide government direction on children's early years	Percentage of major new Ontario policies and programs/ initiatives for children's early years that are based on best practice knowledge and research	100% of major new Ontario policies and programs/initiatives for children's early years that are based on best practice knowledge and research	• 50% increase over baseline established in 1999-2000

Core Business

Core Business #2: Public Awareness

Goals/ Outcomes	Measures	Targets/Standards	2000-2001 Commitment
Families and children have access to information on government-funded services and supports	Percentage of families surveyed who are aware of, have access to and are satisfied with information on government-funded services and supports	80% of families surveyed are aware of and satisfied with information on government-funded services and supports by 2001-2002	• Continue to promote availability and revise electronic Children's Pathfinder, and make modifications to web site on basis of feedback received • Establish baseline for families surveyed who are aware of and satisfied with information on government-funded services and supports

Parents, communities, professionals serving children, and the business, voluntary and charitable sectors are aware of importance of children's early years and understand the implications for their roles	Percentage of parents, communities, professionals and other sectors that are aware of importance of children's early years and understand the implications for their roles	80% of parents, communities, professionals, and business, voluntary and charitable sectors are aware of importance of children's early years and understand the implications for their roles by 2002-2003	• Undertake research and develop tools targeted to specific audiences to promote increased awareness and understanding of the importance of children's early years and engage business and charitable sector support • 20% increase over established baseline

1999-2000 Ministry Spending by Core Business – Actuals*

Children's Secretariat

Operating	$2.4 million 15 staff

Promoting Healthy Growth and Development of Ontario's Children

Operating	$1.6 million 12 staff

Generating Public Awareness of Services and Supports Available for Children

Operating	$.8 million 3 staff

*PSAB based

2000-2001 Ministry Approved Allocation* by Core Business – Plan

Children's Secretariat

Operating	$3.8 million 20 staff

Promoting Healthy Growth and Development of Ontario's Children

Operating	$2.4 million 14 staff

Generating Public Awareness of Services and Supports Available for Children

Operating	$1.4 million 6 staff

* PSAB based

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MINISTRY OF CITIZENSHIP, CULTURE AND RECREATION

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Helen Johns

I am pleased to present the 2000-2001 business plan for the Ministry of Citizenship, Culture and Recreation. Our vision is for safe, prosperous and healthy communities. Communities where arts and culture thrive, our heritage is protected and where respect and responsibility go hand-in-hand. To support this vision, this past year we introduced new programs and built on the success of older ones. Here are some highlights.

In the culture business area, we launched the $10 million *Heritage Challenge Fund* and monies began to flow from the *Cultural Attractions Fund.* Two hundred institutions have registered for funding under the *Arts Endowment Fund* since it began in 1998 stabilising our most essential museums, orchestras, choirs, dance troupes and theatres. Tax credits continued to encourage investment and create jobs in our cultural industries. And, by year's end, all of Ontario's libraries were offering Internet access.

Within the citizenship area, preparatory work continued towards a disability action plan including disability legislation.

The Ontario Trillium Foundation received $100 million from gaming revenues to build healthy, sustainable and caring communities in partnerships with charities and not-for-profit organisations. *Volunteer @ction.online* helped community organizations use the Internet to be more effective.

Children and youth will be the beneficiaries of the new *Ontario Endowment for Children and Youth in Recreation* program. Under this program, which falls under our sport and recreation business area, the ministry will match up to $5 million, on a dollar-for-dollar basis, in donations raised by Ontario's community foundations.

The Ontario Seniors' Secretariat co-ordinated and funded many projects to celebrate the International Year of Older Persons including more than 1,000 *Community Partnership* projects. Ontario's Strategy for Alzheimer Disease and Related Dementias is being implemented and a new elder abuse strategy is well on its way with a Round Table developing recommendations.

The Ontario Women's Directorate, worked in partnership with nine other ministries to support more than 40 violence against women prevention initiatives. The *Women in Skilled Trades* initiative was launched to provide women with opportunities to apprentice in the automotive parts sector and it will continue to expand opportunities for women for the next three years.

Ontario 2000 will continue to co-ordinate the province's strategy to help Ontarians celebrate the new millennium.

As we move into 2000 – 2001, I am particularly excited about the new possibilities opened up with the 2000 Ontario Budget for helping people, organizations and sectors served by our ministry.

The new 5-year, $300 million *SuperBuild Sports, Culture and Tourism Partnership* initiative will rebuild and enhance publicly-owned cultural, sport, recreation and tourism facilities across the province. It will also invest in major cultural and tourist attractions owned by provincial agencies and not-for-profit organizations. *The Arts Endowment Fund* has received a new commitment of $25 million over three years. This will enable the arts community to continue to foster private sector investment and strengthen their financial independence.

I am looking forward to continuing to work with our partners as we strive to improve the quality of life for the citizens of Ontario.

Helen Johns

The Honourable Helen Johns
Minister of Citizenship, Culture and Recreation
with responsibility for Seniors and Women

Ministry Vision

The people of Ontario live in strong, prosperous communities that are creative, active and safe. The vision of the Ministry of Citizenship, Culture and Recreation is to build on these qualities. We see Ontario communities where self-reliance and the volunteer spirit go hand in hand, and where:

- arts and heritage and our cultural industries thrive and add economic vitality across the province
- participation in sport, recreation and physical activity is safe and enhances individual and community life
- human rights are respected and together we work towards the elimination of discrimination and the celebration of diversity
- persons with disabilities have access to opportunities in Ontario's communities
- women can achieve economic independence, are free from violence, and are able to make choices that lead to life and career success
- seniors remain independent and active, age with dignity, and are respected for their past and current contributions
- volunteers, voluntary organizations and voluntarism are encouraged and respected.

Core Businesses

The Ministry of Citizenship, Culture and Recreation (MCZCR) has six core businesses: Citizenship, Culture, Sport and Recreation, Ontario Women's Directorate, Ontario Seniors' Secretariat and Ontario 2000.

Citizenship

The ministry's citizenship core business enforces human rights legislation and supports and promotes equal opportunity, responsible citizenship and voluntary action for the economic and social benefit of Ontario communities.

Culture

Through the culture core business, MCZCR encourages the arts and cultural industries, protects Ontario's heritage and advances the public library system in order to maximize their contribution to the province's economic and social vitality.

Sport and Recreation

The ministry's sport and recreation core business focuses on encouraging safe involvement in sport, recreation and physical activity for the health, social and economic benefit of Ontarians and the communities in which they live.

Ontario Women's Directorate

The core business of the Ontario Women's Directorate focuses on advancing women's economic independence and preventing violence against women and their children so that young girls and women can enjoy life and career success.

Ontario Seniors' Secretariat

The Ontario Seniors' Secretariat's core business is to conduct or influence policy initiatives that improve the quality of life of Ontario seniors, and to educate the public about seniors' programs and issues.

Ontario 2000

Ontario 2000 co-ordinates province-wide corporate millennium programs that emphasise community involvement and active participation of all Ontarians.

Annual Report on Key Achievements for 1999 - 2000

Significant progress was made in implementing the ministry vision of strong, prosperous, creative, active and safe communities.

Citizenship

Research and analysis continued in preparation for the release of an action plan to improve access for people with disabilities.

The ministry worked with the Ontario Human Rights Commission (OHRC) to improve customer service and reduce the length of time needed to resolve a complaint. All targets were exceeded: more than 80 per cent of cases over two years old as of March 31, 1999 were resolved, 74 per cent of cases going to mediation were resolved (well over the 65 per cent target).

Promoting voluntary action and supporting local priorities is key to strong communities. To this end, the Ontario Trillium Foundation was provided with $100 million from gaming revenues to make strategic investments in partnership with more than 1,300 charities and not-for-profit organizations to build healthy, sustainable and caring communities in Ontario. This involved more than 300 volunteer members (donating their time through 16 local grant review teams) in making local decisions on local priorities.

As well, $3.8 million was provided through the *Volunteer @ction.online* program to fund 34 partnerships (involving 351 organizations) to increase the effectiveness of volunteers and voluntary organizations through the use of Internet technology.

The *Ontario Screening Initiative* was launched in fall 1999 with a consortium of voluntary sector organizations to help screen, recruit and train volunteers to ensure children, youth and vulnerable adults are safe and protected.

Culture

Two major projects were funded through the $20 million *Cultural Attractions Fund* – the *Egyptian Art in the Age of the Pyramids* at the Royal Ontario Museum and *Timescape* at the Ontario Science Centre. The Fund has invested in nine projects this year for a total of $3.1 million. Other projects include a major ceramics show, anniversary year celebrations for the Toronto International Film Festival and *Dinosaurs 2000* at Science North.

The *Arts Endowment Fund*, administered by the Ontario Arts Council Foundation, provided matching revenues of $17 million to 199 different arts and cultural organizations. The $10 million *Heritage Challenge Fund*, launched this year, will provide matching funds for capital projects to conserve and restore eligible heritage properties or for endowments created to provide income for the ongoing capital costs of conserving heritage properties.

Tax credits continued to encourage investment and create jobs in Ontario's cultural industries. The Ontario book publishing industry accessed approximately $1.5 million and the Ontario film, television and computer animation industry applied for $69.6 million in tax credits. The sound recording industry tax credit program began in October and the admission tax exemption for theatres was extended for a further five years.

The ministry worked with Ontario's community libraries and provincial library agencies to enhance service in public libraries. This included implementing partnership agreements with the Gates Learning Foundation ($8.4 million over two years) and Industry Canada ($4.4 million – money to begin flowing next year). Virtually all Ontario libraries can now offer Internet access.

Sport and Recreation

The *Ontario Endowment for Children and Youth in Recreation* program contributed $5 million in funds, to be matched by community foundations, to support projects for children and youth in community recreation.

Three municipalities were assisted in the hosting of provincial games: Collingwood hosting the pilot Ontario Senior Winter Games; Sault Ste. Marie hosting the 2000 Ontario Winter Games; and Kitchener-Waterloo hosting the Ontario Games for the Physically Disabled.

The *Making it SafeR* program was announced. This resource is for Ontario sport organizations to help them prevent child sexual abuse. It will include a comprehensive program manual, a training kit for sports trainers within sport organizations and a coach's guide.

Coaching training and recognition programs were introduced this year. This will encourage leadership and increase the level of coaching certification.

This year, provincial sport organizations in Ontario exceeded the provincial goal of increased self-sufficiency by generating 79 per cent of their funding from non-government sources.

Ontario Women's Directorate

OWD worked closely with nine other ministries to co-ordinate Ontario's violence against women prevention initiatives.

More than 800 women received services through hospital-based domestic violence projects. Approximately 2,000 abused/assaulted women received emergency legal aid services in shelters, approximately 150 women received specialized legal services and over 300 women received cultural interpreter services in Domestic Violence Courts and the hospital-based domestic violence project sites.

Awareness of violence against women was raised through 36 public education programs developed and implemented in partnership with other ministries and private sector and community partners.

Several projects promoting women's economic independence through partnership initiatives were developed and implemented. The *Words on Work* Speakers' Bureau, developed with a number of partners across the province, has successful women sharing their stories to help educate, inform and inspire students to make positive choices. Seventy schools participated in the program between October 1999 and April 2000.The *Women In Skilled Trades* initiative was launched with the first 20 women participating in a pre-apprenticeship program.

Ontario Seniors' Secretariat

The International Year of Older Persons (IYOP) provided a unique opportunity to recognize the ongoing contribution of Ontario seniors. Eleven hundred community groups were funded to commemorate the year in their own innovative ways. *Grant's War*, was a Remembrance Week learning experience for high school students. An interactive Web site, five Toronto Star articles and a History television special helped students learn about the tremendous contributions of war hero Grant McRae and others like him.

Ontario's Strategy for Alzheimer Disease and Related Dementias, a joint program with the Ministry of Health and Long-Term Care (MOHLTC) was announced with a MOHLTC investment of $68.4 million, over five years, on 10 initiatives to help people with Alzheimer Disease and their families.

A provincial strategy to combat elder abuse was promised. To aid in the strategy's development, an advisory Round Table with a wide range of professionals that interact with seniors was established. The Round Table will meet throughout 2000.

In partnership with Veterans Affairs Canada and the Ministry of Health and Long-Term Care, a "one-stop shopping" pilot project for Ontario veterans was initiated. In London and Grey Bruce, veterans will be able to access provincial and federal programs under one roof.

Ontario 2000

Through *Main Street Ontario*, Ontario 2000 has provided matching funds to support more than 100 communities with local initiatives that commemorate the new millennium, build community spirit and provide communities with lasting memories in 2000 and beyond.

The province honoured, through the *Three Centuries Club*, more than 620 men and women whose lives have spanned the 19th, 20th and 21st centuries.

With the support of Ontario 2000, three ministry agencies have combined their expertise to design and produce *Ontario Timeship2000* an interactive exhibit on "time" that will tour to 21 communities across the province, beginning in May 2000.

Archives of Ontario

The Archives of Ontario provided information management leadership in support of the Government's Y2K Project by developing and implementing tools for managing Y2K Project Management Office records, and completing data protection plans for ministries' Mission Critical and Business Critical systems.

The Archives provided improved onsite and offsite access to the Archives' collection through the use of technology by redesigning and upgrading its public internet site, scanning and describing 2000 photographs for its imaging database, developing a descriptive database for archival records, and mounting an automated interloan catalogue on the internet.

The Archives of Ontario transferred to Management Board Secretariat, effective April 1, 2000.

Key Commitments and Strategies for 2000 - 2001

The following commitments and strategies are designed to support the ministry vision of strong, prosperous, creative, active and safe communities.

The ministry's key strategic commitments continue to focus on:

- marketing the economic vitality of arts and culture and their growing contribution to Ontario's financial strength
- working within government and with our partners to ensure the needs of women, seniors, new immigrants and persons with disabilities are recognized and that their contributions are acknowledged
- encouraging participation and involvement for the safety and continued vitality of Ontario communities
- promoting and developing self-reliance and leadership among our partners
- using legislative tools of government to protect human rights
- using innovative technology and business practices to achieve high-quality customer service to respond to the needs of our partners and the public.

Citizenship

The ministry will work toward the introduction of an action plan including an Ontarians with Disabilities Act, to improve access for people with disabilities. We will continue to partner with disability organizations and the business community to make workplaces and services more accessible. As announced in the 2000 Ontario Budget, we will be working with the Ministry of Community and Social Services to bring forward recommendations to help single parents with disabled children.

The ministry will continue to enhance the effectiveness of the voluntary sector. The Ontario Trillium Foundation will again receive $100 million to help community organizations address local priorities in arts and culture, sport and recreation, the environment and social and human services. The *Volunteer @ction.online* program will continue to help the voluntary sector become more effective through the use of Internet technology.

The Newcomer Settlement program will continue to support community-based delivery of immigrant settlement services through strategic funding and special initiatives that strengthen the settlement sector. The ministry will continue its role of co-ordinating Ontario's discussions with the federal government on immigration-related matters.

We will assist the Ontario Human Rights Commission in continuing to reach its targets to improve customer service and reduce the length of time needed to resolve a complaint.

Culture

Continuing to stimulate our cultural and heritage sectors, foster investment and tourism as well as creating jobs in Ontario is a priority.

The new $300 million (over five years) *SuperBuild Sports, Culture and Tourism Partnerships* initiative will rebuild and enhance publicly-owned local facilities as well as expand our major cultural and tourist attractions. The first two projects, to be funded through this initiative were announced in the 2000 Ontario Budget – a $15 million government contribution towards a $30 million project at the Ontario Science Centre and a $2 million contribution towards a $12 million redevelopment of the Avon Theatre in Stratford. In addition, $10 million was allocated in the 2000 Budget to assist agencies with capital repairs and rehabilitation.

A number of other programs are in place, or will be implemented this year. The *Commercial Theatre Development Fund* will encourage a vibrant theatre sector. A cultural tourism strategy will raise Ontario's profile and help communities increase their tourism potential. The $20 million *Cultural Attractions Fund* has so far assisted nine projects with funding. The attractions included the sell-out Egyptian exhibit at the Royal Ontario Museum and the upcoming Dinosaurs 2000 project at Science North. The tax credit system will continue to encourage investment in Ontario's cultural and heritage industries.

Links will be built between not-for-profit organizations and new private and public sector partners, using such mechanisms as the *Arts Endowment Fund,* which the Ontario Budget 2000 increased by $25 million over three years. The Fund is administered by the Ontario Arts Council Foundation. The *Heritage Challenge Fund* will continue to encourage the preservation of heritage. The new heritage retail sales tax rebate program will also stimulate heritage conservation by offering a rebate on the sales tax spent on building materials purchased to preserve or restore heritage structures and buildings.

The Royal Ontario Museum, the Ontario Science Centre and Science North have produced a travelling exhibit called *Ontario Timeship 2000* that was funded as a millennium project. The exhibit will tour Ontario throughout the coming year.

The ministry will continue to support Ontario's public libraries with a focus this year on digitizing Ontario collections and improving public library telecommunications.

As announced in the 2000 Ontario Budget, the government will invest $30 million over five years to create a new Ontario Media Development Corporation. This corporation will assume the functions of the Ontario Film Development Corporation and the administration of cultural tax credits from the Ministry of Citizenship, Culture and Recreation.

Sport and Recreation

Disadvantaged children and youth will be better able to participate in sport and recreation opportunities as a new $6 million (over three years) *Community Sport Opportunity Fund* for youth is made available to pay for equipment and facility access. Community sport will become safer for children and youth through training and awareness initiatives at the local level and through the community coach training and recognition programs. Community groups will be assisted to better screen and supervise volunteers who work with children and youth in sport through the *Ontario Screening Initiative*.

Publicly owned local recreation and sports facilities across the province will be rebuilt and enhanced under the newly announced $300 million, five-year program, *SuperBuild Sports, Culture and Tourism Partnership* initiative.

Opportunities for children and youth to participate in quality recreation and sport programs will be created through partnerships with community foundations, communities and recreation organizations. Our sport sector partners will be encouraged to place emphasis on the leadership development component of the sport strategy to increase Ontario's level of coaching certification.

Support will be given to the 2001 London Alliance and the host community of Ottawa in their preparation for hosting the 2001 Canada Summer Games and the 2001 Les Jeux de la Francophonie. As well, the region of Durham and City of Gloucester will be supported in hosting the 2000 Ontario Summer Games and Ontario Senior Summer Games, respectively.

To encourage Ontarians to become more active and benefit their health, we will continue to work with the Ministry of Health and Long-Term Care on Active Ontario.

Ontario Women's Directorate

The Directorate will continue to co-ordinate, as well as monitor and evaluate, Ontario's *Violence Against Women Prevention Initiatives*. We will work with other ministries, community and private sector partners to address and prevent violence against women through innovative approaches, public education and awareness activities.

Young girls' and women's potential for economic independence will be maximized through grants and community partnerships with community organizations that inform girls and women of their career options and assist them to enter the labour force. We will increase the opportunities for women to participate in skilled trades through expansion of the *Women in Skilled Trades Initiative*. We will also provide $2 million, over three years, to help women undertake training in the information technology sector.

Ontario Seniors' Secretariat

The Secretariat will continue to co-ordinate the implementation of Ontario's Strategy for Alzheimer Disease and Related Dementias, in partnership with the Ministry of Health and Long-Term Care, and an external advisory committee on implementation.

Ontario's comprehensive strategy to combat elder abuse will take shape with the help of our Round Table of advisors and their working groups on each key element of the strategy (i.e. public education and awareness, frontline staff training, and co-ordination of local services). A new OPP "Seniors Assistance Squad" announced in the 2000 Ontario Budget, will complement our Elder Abuse Strategy by educating seniors about scams and supporting those seniors victimized by them.

In Seniors' Month (June) and throughout 2000/2001 the Secretariat will work with major seniors' organizations to help make seniors more aware of the programs that may assist them, and help make the public more aware of seniors' issues.

Ontario 2000

Ontario 2000 will attract new audiences to Ontario's cultural and heritage events and attractions through *That's the Ticket*. *That's the Ticket* was announced in January 1999 and is a joint cultural-tourism marketing campaign with Tourism Ontario. It will help to raise the profile of non-profit arts and heritage events taking place throughout the province in 2000.

Key Performance Measures

Core Business: Citizenship

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Complaints of discrimination are handled more expeditiously.	Reduced length of time to resolve a complaint compared to prior years.	The average age of cases at closing will be reduced to 12 months.	Resolve 80% of the cases that were over 1 year old as of March 31, 2000. Resolve 65% of cases going to mediation through the mediation process.

Core Business: Culture

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Cultural and learning opportunities are available through provincially supported facilities to Ontarians and visitors.	Increased attendance at provincial cultural agencies, science centres and provincially supported community museums.	Increase in the total annual attendance numbers.	6.9 million visitors - a 4% increase over 1999-2000.

Core Business: Sport and Recreation

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Sport and recreation will become more self-sufficient through use of volunteers and self-generated revenues.	Percentage of revenues raised from non-government sources by provincial sport organizations.	By the year 2001, provincial sport organizations will obtain 75% of their revenues from non-government sources.	79% of provincial sport organizations' revenues will come from non-government sources.

Core Business: Ontario Seniors' Secretariat

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Policies developed with the concerns of seniors in mind.	Seniors' concerns reflected in government initiatives.	Number of initiatives introduced or influenced for seniors.	Meet regularly with seniors groups to hear their concerns. Review and comment on Cabinet submissions from a senior's perspective.

Core Business: Ontario Women's Directorate

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Increased economic independence for women.	Number of women that find employment through OWD-funded services.	Benchmarks to be determined.	450 women secure jobs through OWD-funded services. 204 women become skilled and employment-ready via OWD pre-apprenticeship programs.

1999 – 2000 Ministry Spending by Core Business – Interim Actuals

Ministry of Citizenship, Culture and Recreation

Operating	$455 million (Note 1)
Capital	$15 million (Note 1)
Staff	1,000 **

Citizenship

Operating	$131 million
Capital	$3 million
Staff	248 (Note 2)

Ontario Human Rights Commission
Board of Inquiry
Ontario Trillium Foundation

Culture

Operating	$238 million
Capital	$11million
Staff	454 (Note 2)

Art Gallery of Ontario
McMichael Canadian Art Collection
Ontario Arts Council
Ontario Film Development Corp.
Ontario Heritage Foundation
Ontario Library Services
Ontario Library Services - North
Ontario Science Centre
Royal Botanical Gardens
Royal Ontario Museum
Science North
TV Ontario (Note 3)

Sport and Recreation

Operating	$21 million
Capital	$1 million
Staff	63

Ontario Women's Directorate

Operating	$22 million
Staff	28

Archives of Ontario (Note 5)

Operating	$7 million
Staff	67

Ontario 2000 (Note 4)

Operating	$13 million
Staff	14

Ministry Administration

Operating	$23 million
Staff	126

Notes:

1. Expenditures are reported on a PSAB basis. Expenditures and staffing of the Ontario Seniors' Secretariat are reported by the Ministry of Health and Long-Term Care. Core business budget allocations include a share of the Regional Services allocation (ministry business is delivered in part by Regional Services).
2. Staff numbers include staff from the following Schedule I agencies: Ontario Human Rights Commission, Ontario Heritage Foundation, Ontario Film Development Corporation, Ontario Science Centre.
3. TVOntario transferred to the Ministry of Training, Colleges and Universities for 2000-01.
4. Ontario 2000 was included in Ministry Administration in the 1999-00 Public Business Plan.
5. Archives of Ontario transferred to Management Board Secretariat for 2000-01.

2000-2001 Ministry Approved Allocations by Core Business Plan

Ministry of Citizenship, Culture and Recreation

Operating	$398 million (Note 1)
Capital	$71 million (Note 1)
Staff	930

Citizenship

Operating	$149 million
Capital	$1 million
Staff	232 (Note 2)

Ontario Human Rights Commission
Board of Inquiry
Ontario Trillium Foundation

Culture

Operating	$192 million
Capital	$10 million
Staff	464 (Note 2)

Art Gallery of Ontario
McMichael Canadian Art Collection
Ontario Arts Council
Ontario Film Development Corp.
Ontario Heritage Foundation
Ontario Library Services
Ontario Library Services - North
Ontario Science Centre
Royal Botanical Gardens
Royal Ontario Museum
Science North

Sport and Recreation

Operating	$17 million
Staff	60

Ontario Women's Directorate

Operating	$15 million
Staff	24

Ontario Seniors' Secretariat

Operating	$2 million
Staff	17

Ontario 2000 (Note 4)

Operating	$6 million
Staff	14

Ministry Administration

Operating	$17 million
Capital	$60 million
Staff	119

Notes:

1. Expenditures are reported on a PSAB basis. Ministry operating expenditures will decrease by $57M, largely due to the transfer of TVOntario to the Ministry of Training, Colleges and Universities. Capital expenditures will increase by $56M, largely due to the new $60 million SuperBuild Sport, Culture and Tourism Partnerships initiative. Core business budget allocations include a share of the Regional Services allocation (ministry business is delivered in part by Regional Services).
2. Staff numbers include staff from the following Schedule I agencies: Ontario Human Rights Commission, Ontario Heritage Foundation, Ontario Film Development Corporation, Ontario Science Centre. Ministry staffing decreased by 70 FTEs, largely due to the transfer of the Archives of Ontario to Management Board Secretariat

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Web Sites

Ministry of Citizenship, Culture and Recreation: www.gov.on.ca/mczcr
Ontario Seniors' Secretariat: www.gov.on.ca/mczcr/seniors
Ontario Women's Directorate: www.gov.on.ca/mczcr/owd
Ontario 2000: www.ontario2000.on.ca

MINISTRY OF COMMUNITY AND SOCIAL SERVICES

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. John Baird

I am pleased to present the 2000-2001 Business Plan for the Ministry of Community and Social Services. This plan includes a report of our achievements for 1999-2000 and our commitments for the coming year.

Our welfare reforms have continued to make a positive difference in the lives of welfare recipients. Between 1995 and May 31, 2000, over half a million people left the province's welfare rolls. It is most encouraging that welfare recipients across Ontario are taking advantage of opportunities to move from welfare to work.

With the help of our municipal partners and community agencies, we achieved yet another millennial milestone by exceeding our 1999-2000 Ontario Works placement target. I am committed to doubling this target by 2002 because people on welfare have told us that they want more opportunities to get off the bench and back into the game.

Last year, we also sent a clear message that this government will not tolerate welfare fraud. Those convicted in court of social assistance fraud based on an offence committed in whole or in part on or after April 1, 2000 will be permanently ineligible for future benefits. This policy ensures that taxpayers' hard-earned dollars get to the needy, not the greedy.

In my first year as Minister, it was also a priority of mine to focus the Ministry's efforts on helping the most vulnerable in our society, including people with developmental disabilities and children. Over the coming year, we will continue to help people with developmental disabilities live as independently as possible in their own communities. And, we will continue our work to better protect and support children and their healthy development.

In 2000-2001, we will also build on our accomplishments by helping municipalities create even more Ontario Works placement opportunities, and by continuing to reform the system for the benefit of taxpayers and for those who are truly in need of assistance.

I look forward to continuing this important work on behalf of the government.

John Baird

The Honourable John Baird
Minister of Community and Social Services

Ministry Vision

An affordable and effective system of community and social services that supports and invests in:

- families and communities, to encourage responsibility and accountability;
- adults, so they can live as independently as possible;
- a services system in which children are safe and people most in need receive support.

We will be guided by the principles of shared responsibility, accountability and fairness, as we deliver integrated and client-focused services.

Core Businesses

The Ministry of Community and Social Services has two core businesses: income and employment supports; and social and community services.

Services are provided to Ontarians who are vulnerable and in need, including adults, children and youth, and people with physical and developmental disabilities.

Income and Employment Supports

The ministry provides income and employment supports to Ontario residents who are most vulnerable and in need. This enables individuals and families to live as independently as possible within the community.

Ontario Works, the government's welfare-to-work program, provides financial and employment assistance to single people, couples with and without children, and sole support parents. Mandatory participation in Ontario Works' workfare, earnfare and learnfare activities assists people in moving as quickly as possible to a job.

The Ontario Disability Support Program provides income support for people with disabilities and ongoing employment supports for people with disabilities who want to work.

Social and Community Services

The ministry works to ensure that effective and accountable social and community services are directed to those most in need, while reinvesting in more prevention and early intervention services.

Children's Services

The ministry provides funding for child welfare, custody and rehabilitation of young offenders aged 12 to 15, family intervention services, children's community support services, children's mental health services, and child care. These services protect children from abuse and neglect; provide temporary or permanent guardianship for children separated from their families; place children for adoption; provide prevention and early intervention supports; provide counselling and treatment for children with emotional or behavioural problems and mental disorders; and provide other supports to children and youth at high risk.

Developmental Services

The ministry provides funding for a range of services and supports for children and adults with developmental disabilities. Services are delivered largely through community-based agencies that provide supports to help adults live independently, to help families care for adults and children at home, and to help people contribute to and participate in their communities. Provincially-operated facilities provide supervised living and day programs for adults with developmental disabilities who require specialized care.

Community Services

Community services focus on adults who are disadvantaged in society due to poverty, victimization or sensory impairments. The ministry provides funding for residential and non-residential community services for victims of domestic violence and their children, people with disabilities, people who are deaf, hard-of-hearing or deaf and blind, and socially disadvantaged people. These services support people to live as independently as possible in the community.

Child Care

The ministry supports parents with their child care needs in a number of ways, including fee subsidies; wage subsidies; Ontario Works child care; resource centres; supports for children with special needs; earning exemptions for child care costs through social assistance; and the Learning, Earning and Parenting (LEAP) program. In addition, the government provides funding for the Ontario Child Care Supplement for Working Families and the Workplace Child Care Tax Incentive.

Annual Report on Key Achievements for 1999 - 2000

Reforming social assistance

Since June 1995, the government has been working to restore integrity and credibility to the province's welfare system through fundamental reform. Between 1995 and May 31, 2000, more than half a million people stopped relying on welfare. Since 1995, welfare reforms have saved taxpayers more than $8 billion through initiatives such as Ontario Works, tighter eligibility criteria, and enhanced fraud control.

The Ontario Works caseload decreased by an additional 15.3 per cent in 1999-2000 and the participation rate in the program's mandatory welfare-to-work activities increased substantially.

In November 1999, a new Welfare-to-Work Action Plan was announced to increase placement opportunities in public and non-profit organizations across Ontario, as part of our plan to expand and enhance workfare, earnfare and learnfare opportunities. The $10 million Ontario Works Innovation Fund is a key element of the Welfare-to-Work Action Plan. This fund supports innovative, municipal initiatives that lead to increased placement opportunities for Ontario Works participants in their local communities.

Helping municipalities create placements for people on welfare is the Ministry's number one priority. The Ministry and its municipal partners created over 30,000 placements in 1999-2000, exceeding the province-wide target set last fall. These placements have provided opportunities for people to contribute to their communities while gaining valuable skills, work-related experience, contacts and resume references.

Ontario Works job placement expansion to the private sector through the Enhanced Job Placement initiative has been implemented across the province to provide more opportunities for people on welfare to move into the work force.

Welfare-to-work employment assistance is available province-wide to provide a range of opportunities to people on welfare to achieve self-reliance and return to work. As well, sole support parents have transferred from provincial social assistance to the municipally-delivered Ontario Works program, where they now have the opportunity to participate in employment activities and are required to do so once their youngest child is in school.

Municipalities have met provincial requirements to begin delivering Learning, Earning and Parenting (LEAP) supports province-wide to 16- and 17-year-old parents receiving financial assistance through Ontario Works. Child care subsidies, parenting courses, post secondary bursaries and counselling supports assist teen parents with their education and help their children avoid a lifetime of welfare dependency.

Ontario Works delivery agents have been directed to provide a full range of child care supports and to ensure the integration of participation planning and child care support planning so that people can take the steps they need to achieve self-reliance and employment.

The ministry continued to implement the Ontario Disability Support Program, focusing on the new employment supports component, which provides people with disabilities who want to work with more choices and a range of supports to assist them in reaching their goal.

New social assistance business processes and technology were introduced to improve customer service, service delivery and links to delivery partners. New income reporting and verification processes were implemented to ensure that eligible clients receive the correct amount of assistance.

The ministry is pursuing the federal government to assume financial responsibility for sponsored immigrants whose federally-approved sponsors have failed to live up to their sponsorship obligations.

Through the government's initiatives to prevent fraud, abuse and misuse of the welfare system, the ministry has continued to protect the system for people who truly need help and to restore its integrity with taxpayers. A report released in January 2000 showed that in 1998-1999, assistance was reduced or terminated in approximately 16,900 cases based on the results of eligibility investigations. This has resulted in the identification of $60 million in payments that people were not entitled to receive, as well as $38 million in avoided future costs.

The government's welfare fraud initiatives include a welfare fraud hotline (1-800-394-7867), information-sharing agreements with other ministries and other jurisdictions, and the hiring of more special staff to investigate welfare fraud allegations.

Providing supports for people with disabilities to participate in community life and live as independently as possible

The ministry achieved its commitment to implement new service delivery processes for more effective administration and better customer service for people receiving financial assistance and employment services under the Ontario Disability Support Program.

In April 1999, the ministry announced $35 million in new resources for more support and services for people with developmental disabilities and their families living in the community. This funding is helping approximately 6,000 people through Special Services at Home and 5,200 people through new and enhanced community supports.

The ministry continued to focus on providing services and supports to people with developmental disabilities right in their own communities. Community living opportunities were created for 978 people with developmental disabilities in 1999-2000, the final year of a four-year community living initiative. Rideau Regional Centre, Southwestern Regional Centre and Huronia Regional Centre are the Ministry's directly-operated institutions that continue to provide services and supports to approximately 1,200 people with developmental disabilities.

Making Services Work for People is a multi-year initiative to restructure services for children and people with developmental disabilities. The ministry continued to work with communities to make the system more responsive to the people it serves. Work last year focused on creating integrated points of access at the community level where people can easily connect to the appropriate services.

The Home and Vehicle Modification Program was launched in October 1999 in partnership with the Ontario March of Dimes. This program provides funding of up to $15,000 to people with physical disabilities for modifications to their homes and vehicles that will enhance their independence. A total of nearly $2 million is available annually.

Protecting children and supporting their healthy development

In May 1999, the Ontario Legislature unanimously passed the *Child and Family Services Amendment Act*, the most significant change to Ontario's child protection laws in over a decade. On March 31, 2000, the Act became law in Ontario, providing stronger tools for the courts, professionals and front-line workers to ensure that the best interests of children always come first. The ministry also introduced new child protection standards, and monitoring and review processes, and initiated design of a comprehensive child welfare information system.

The ministry also provided additional funding of $106 million to children's aid societies in 1999-2000. This funding has been used to hire more child protection workers and cover the costs associated with the implementation of child protection reforms.

The ministry implemented the *Intercountry Adoption Act* to better protect children, birth and adoptive parents from exploitation in the international adoption process. Staff members were hired to implement requirements relating to licensing, customer service and case processing.

In co-operation with the Ministry of Health and Long-Term Care, the ministry expanded the Healthy Babies, Healthy Children program which offers new mothers a home visit by a public health nurse in the post-natal period.

Children with multiple special needs and their families benefited from $11 million in new funding announced in December 1999. This funding was allocated to improve respite care for families caring for medically fragile and technologically dependent children; to increase funding for children's treatment centres; and to facilitate the undertaking of four community projects that will determine best practices to be used across Ontario.

More Ontario Works participants and other low-income families benefited through child care fee subsidies, Ontario Works child care assistance, implementation of the Learning, Earning and Parenting (LEAP) program, and other child care-related initiatives. Assistance with child care enables parents to work, train or undertake education that will lead to a job.

The province used additional reinvestment funds from the federal-provincial-territorial National Child Benefit program to enhance the Ontario Child Care Supplement for Working Families. With these enhancements, the value of the supplement approached $215 million, providing benefits to approximately 230,000 low- and modest-income working families.

Phase 2 of the National Child Benefit was implemented July 1, 1999, providing additional supports to low-income families with children.

The ministry continued to work with the ministries of the Solicitor General and Correctional Services and Justice Canada to develop a strategy to reduce the incidence of repeat offences by young offenders.

In January 2000, the ministry initiated a tendering process to transfer the operations of the five remaining MCSS-operated facilities for young offenders (aged 12 to 15 at the time they offend) to community-based service providers.

The *Social Work and Social Service Work Act* was given Royal Assent and a Transitional Council appointed to undertake the establishment of the new College of Social Workers and Social Service Workers. More than 7,000 registrations have been received as of May 2000 and elections for the first permanent Council will take place in June 2000. The full Act will be proclaimed in August 2000. This college will set standards for social workers and social service workers, and ensure better quality service for the public.

Providing efficient, effective service delivery to individuals and families through sound business practices, improved policy capacity and effective service system management

In 1999-2000, the ministry transferred the management of child care to the 47 designated Consolidated Municipal Services Managers (CMSMs), including 10 District Social Services Administration Boards in northern Ontario.

In March 1999, MCSS announced a number of new provincial initiatives to address homelessness. Included in the new funding was an additional $6 million for the Provincial Homelessness Initiatives Fund (PHIF), bringing the PHIF annual total to $10 million. This expanded funding was provided to municipalities in 1999-2000 for innovative projects providing direct services to homeless people or those at risk of homelessness.

The ministry conducted a needs analysis of its own policy capacity and took initial steps to strengthen its capacity to develop good public policy, including the creation of an Office of Policy and Organization Renewal with a dedicated Assistant Deputy Minister.

A Governance and Accountability Framework was developed that sets out the ministry's expectations about the way social services providers, transfer payment agencies and municipalities deliver services.

The ministry consolidated its 12 area offices into nine regional offices. This means that we will share common boundaries with the Ministry of Health and Long-Term

Care as it moves to a regional structure, enabling us to identify opportunities for co-locations and for sharing administrative and support services.

Also in partnership with the Ministry of Health and Long-Term Care, in January 2000, the ministry created the new Integrated Services for Children division, which reports jointly to the two ministries to ensure integrated and co-ordinated policy development and program planning.

The ministry successfully completed the rollover to the Year 2000. Several strategic business systems were significantly enhanced in 1999-2000 to address Y2K issues, to meet legislative requirements, and to strengthen the ministry's governance and accountability with respect to its large social services transfer payment sector.

In 1999-2000, the ministry placed special emphasis on customer service with several measures to improve service in response to telephone, correspondence and walk-in inquiries.

Key Commitments and Strategies for 2000-2001

The Ministry of Community and Social Services will build upon the significant changes it has made over the past five years. We will continue to implement reform in *what* services the ministry delivers, and in *how* these services are delivered.

We will build upon the success of social assistance reform through new initiatives to help people achieve self-reliance

The ministry will continue to build on the success of welfare-to-work reforms through:

- increasing Placement opportunities under Ontario Works, our mandatory work for welfare program;
- providing remedial training to welfare recipients who can't pass a basic language and math test;
- providing mandatory treatment for welfare recipients who are addicted to drugs; and
- providing advanced training for welfare caseworkers that focuses on putting people back to work.

In 2000-2001, the ministry will increase placements from 15 per cent to 22.5 per cent of Ontario Works participants with mandatory requirements. This will be accomplished through a number of welfare-to-work initiatives to assist municipalities in achieving their placement targets.

We are committed to providing employment supports to people with disabilities who want to work. Under the Ontario Disability Support Program, a range of supports and services are available for individuals to help them find and keep a job. Seventy per cent of individuals participating in employment supports will successfully complete their individualized employment plans this year. Employment plans help clients prepare for, obtain or maintain competitive employment.

We will continue to reform the social assistance system to increase efficiency and protect it for those truly in need

The ministry will continue its crackdown on fraud and misuse of the social assistance system in 2000-2001. We estimate that we will be forced to reduce or terminate assistance in 10,000 to 16,000 cases by reviewing fraud referrals from all sources including information sharing, hotline and local referrals.

We will continue to implement our new zero tolerance policy, which came into effect April 1, 2000, for those caught cheating the system. Those convicted in court of social assistance fraud committed in whole or in part on or after April 1 will be permanently ineligible for future benefits. This policy is the first of its kind in Canada.

The ministry is conducting a rigorous review of social assistance files in provincial and municipal offices. In 2000-2001, we will review 100,000 social assistance cases using a new consolidated verification process to ensure that they are eligible for benefits and that their payments are accurate.

In addition, a new intake process, to be implemented in 2000-2001, will provide better customer service consistently across the province and ensure that the right people receive the right amount of income support. The new process will result in major administrative efficiencies, allowing Ontario Works staff to shift their focus from determining eligibility to helping clients return to work and achieve self-sufficiency.

The ministry is working on a strategy to increase the number of parents on social assistance who receive child support. In 2000-2001, we will increase the proportion of sole support parents who have a child support arrangement in place.

We will provide supports for people with disabilities to participate in community life and live as independently as possible

As announced in May 2000, we will provide an additional $50 million in funding this year for people with developmental disabilities and their families living in the community. This funding will address four key areas: new services and supports; historical funding pressures; safety requirements for group homes; and wage pressures.

We are committed to creating a province where citizens with developmental disabilities live healthy, productive lives in their own communities. To do this, the ministry will work to revitalize and strengthen the developmental services system in Ontario.

The focus will be on how developmental services are organized and delivered, with emphasis on a collaborative approach and inter-ministerial co-operation. We will address the needs of people with developmental disabilities and their caregivers including aging caregivers whose capacity to care for their adult children is diminishing, young adults moving from the child welfare and education systems, and young families with children with developmental disabilities living at home.

This year, we will measure the extent to which a sample of community agencies provides opportunities for enhanced quality of life for people with developmental disabilities.

We will work to better protect children and support their healthy development

The ministry is implementing a multi-year strategy to better protect children who are at risk of abuse and neglect. The major priorities for 2000-2001 are successful implementation of amendments to the *Child and Family Services Act*, full implementation of the new framework for funding children's aid societies, a major training initiative for front-line child protection workers and supervisors, and a continued strategy for foster care revitalization.

These initiatives are supported by an increased emphasis on monitoring and accountability which includes the development of a comprehensive provincial information system, and a specific strategy to track outcomes for children served by children's aid societies.

The ministry will continue its work with the Ministry of Health and Long-Term Care to deliver Healthy Babies, Healthy Children, a prevention and early intervention program for children under age six. This year, all consenting families with newborns will be screened for risk factors and offered a home visit by a public health nurse within 48 hours of their discharge from hospital. In addition, 100 per cent of births that are referred to Healthy Babies, Healthy Children will be followed up with a phone call to the parents and an offer of a home visit.

We will implement the $20 million, four-point plan announced in April 2000 to improve children's mental health services. This includes intensive child and family intervention services, mobile crisis response teams, telepsychiatry, and funding for a province-wide information system that will better identify service needs.

The province's 47 Consolidated Municipal Service Managers have assumed responsibility for managing the delivery of child care services at the local level. The ministry will now focus on ensuring that provincial child care policies and practices support municipal management and delivery of child care services.

In 2000-2001, a total of 490,000 children will benefit from fee subsidies, Ontario Works child care assistance including the Learning, Earning and Parenting (LEAP) program, and the Ontario Child Care Supplement for Working Families.

The ministry is working to reduce the incidence of repeat offences by young offenders leaving custody and community programs. A baseline for recidivism has been developed across the correctional system and strategies have been developed to reduce the rate of recidivism.

The ministry will continue the tendering process to transfer the five remaining MCSS-operated young offender facilities to community-based service providers.

Through the Violence Against Women Prevention Initiative, MCSS is partnering with other ministries to reduce family violence. MCSS will implement the $10 million in enhanced supports announced in the Ontario Budget 2000 for programs that support women and children who have experienced domestic violence. With this funding, two new programs will help address the needs of child witnesses of domestic violence and provide transitional supports to women to help them break free from domestic violence.

We will provide efficient, effective service delivery to individuals and families through sound business practices, improved policy capacity and effective service system management

The ministry will continue to implement: its plan to build capacity to develop longer-term policy; its Governance and Accountability Framework; its customer service initiatives; and its work with municipalities on the integration of services at the local level. The ministry will also work with municipalities on an information system that will help them manage their new child care responsibilities.

The ministry will continue to implement the Making Services Work for People initiative, focusing on monitoring and performance measures. In doing so, we will take the time to ensure that changes are positive and beneficial to those who depend on developmental disability services.

Key Performance Measures

Core Business: Income and Employment Supports

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Recipients of Ontario Works return to work and achieve self-reliance	% of people participating in welfare-to-work activities	100% of Ontario Works participants with mandatory requirements participate in workfare activities by March 2001, with placement opportunities doubling by March 2002	100% of Ontario Works participants with mandatory requirements participate in workfare activities; 22.5% of participants with mandatory requirements take advantage of a placement opportunity
	Number of people receiving social assistance (Ontario Works) is reduced	Continue to increase self-reliance by reducing welfare dependency by 4%	Ontario Works caseload is decreased by 4.4%
Social assistance goes to those who are most in need through sound business practices	Number of cases with reduced or terminated assistance due to the review of fraud referrals from all sources including information sharing, fraud hotline and local referrals	Continue to crack down on welfare fraud by reducing or terminating financial assistance in approximately 10,000 to 16,000 cases where necessary	Financial assistance is reduced or terminated in approximately 10,000 to 16,000 cases where necessary
	Increase in the % of single parents on social assistance who receive child support	Increase the proportion of single parent cases with child support orders or agreements from 45% to 55% over three years	The proportion of single parent cases with child support orders/agreements in place is increased from 45% to 47%
	Number of cases cancelled due to ineligibility, number of cases with payment adjustments as a result of a rigorous file review process supported by technology	Implement file review in all municipal delivery agents	File review is implemented in 20 remaining municipal delivery agents; 100,000 social assistance cases are reviewed
People with disabilities are supported to participate as fully as possible in community life	% of individuals participating in ODSP employment supports who complete their individualized employment plan	85% of individuals participating in ODSP employment supports successfully complete their employment plans by March 2003	70% of individuals participating in ODSP employment supports successfully complete their employment plans by March 2001

Core Business: Social and Community Services

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
People with developmental disabilities are supported to participate as fully as possible in community life	% of agencies that provide opportunities for enhanced quality of life	Identify quality of life indicators and activate assessment tool to gather province-wide baseline data in 2001-2002	Assessment tool is developed and validated. Baseline data is collected from sample of community agencies to measure extent of opportunities for enhanced quality of life
Safety and protection of children are increased	Results of monitoring key outcome indicators	Put framework in place and integrate pilot indicators into comprehensive information system by 2001-2002. Collect data province-wide in 2002.	Data is collected for a sample of children's aid societies
Outcomes for children are improved through prevention and early intervention initiatives	Number of families receiving information and support; those identified as high-risk receive home visiting services and/or are linked to other appropriate services	100% of high-risk families, assessed as eligible, offered lay home visiting service and/or linked to other appropriate services	100% of newborns are screened for risk factors and parent(s) are offered home visit by public health nurse within 48 hours of hospital discharge; 100% of births are referred to Healthy Babies, Healthy Children – parent(s) receive telephone call within 48 hours of hospital discharge and are offered home visit
Outcomes are improved for young offenders aged 12-15 at the time they offend	Reduced incidence of repeat offences by young offenders leaving custody and community programs	Reduce four-year recidivism rate by five per cent by 2000-2001 for 12- to 15-year-old young offenders, compared to baseline data of those completing dispositions in 1992-1993	Four-year recidivism rate is reduced by five per cent by 2000-2001 for 12- to 15-year-old young offenders, compared to baseline data of those completing dispositions in 1992-1993

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Community and Social Services

Operating	$7,602 million
Capital	$20 million
	6,190 staff

Core Business:
Income and Employment Supports

Operating	$4,789 million
	2,075 staff

Ontario Works
Ontario Disability Support Program

Core Business:
Social and Community Services

Operating	$2,774 million
Capital	$20 million
	3,840 staff

Children's Services
Child Care
Developmental Services
Community Services

Ministry Administration

Operating	$39 million
	275 staff

Note: Staff numbers are shown as full-time equivalents.

Figures do not include Children's Secretariat.

*PSAB based

*2000-2001 Ministry Approved Allocations By Core Business – Plan**

Ministry of Community and Social Services

Operating	$7,500 million
Capital	$20 million
	5,805 staff

**Core Business:
Income and Employment Supports**

Operating	$4,616 million
	2,175 staff

Ontario Works
Ontario Disability Support Program

**Core Business:
Social and Community Services**

Operating	$2,857 million
Capital	$20 million
	3,420 staff

Children's Services
Child Care
Developmental Services
Community Services

Ministry Administration

Operating	$27 million
	210 staff

Note: Staff numbers are shown as full-time equivalents.

Figures do not include Children's Secretariat.

*PSAB based.

Who to Call

Questions or comments about the ministry's business plan are welcome. Visit our web site at http://www.gov.on.ca/CSS, e-mail us at webcss@gov.on.ca, or call our general inquiry line at 416-325-5666. You may also address your questions to one of the following:

Income and Employment Supports

Ontario Works	Marni Campbell (416) 326-6879 Fax: (416) 326-9777 E-mail: Marni.Campbell@css.gov.on.ca
Ontario Disability Support Program	Peter Amenta (416) 326-8815 Fax: (416) 326-1735 E-mail: Peter.Amenta@css.gov.on.ca

Social and Community Services

Children's Services	Cynthia Lees (416) 327-4864 Fax: (416) 325-5349 E-mail: Cynthia.Lees@css.gov.on.ca
Child Care	Glen Paskiw (416) 327-4869 Fax: (416) 325-5349 E-mail: Glen.Paskiw@css.gov.on.ca
Developmental Services	Bryan Stanish (416) 325-5826 Fax: (416) 325-5554 E-mail: Bryan.Stanish@css.gov.on.ca
Community Services	Trish Baynham (416) 327-4958 Fax: (416) 327-0570 E-mail: Trish.Baynham@css.gov.on.ca

Minister's Office

Press Secretary	Dan Miles (416) 325-5215 Fax: (416) 325-5221 E-mail: dan.miles@css.gov.on.ca

MINISTRY OF CONSUMER AND COMMERCIAL RELATIONS

2000-2001
Business Plan

Ontario

Hon. R. W. Runciman

Message from the Minister

The Ministry of Consumer and Commercial Relations (MCCR) is committed to delivering high quality government services and information for consumers and businesses, a role that will grow in 2000-2001 as the ServiceOntario project, Publications Ontario, Access and Inquiry Services and Government Information Centres are integrated into the ministry.

MCCR paved the way for new service delivery alternatives. We are the first jurisdiction in the world to provide electronic land registration. Businesses can now incorporate online and personal property registrations and searches are being done electronically. More services are being added all the time, making it easier to conduct business with government.

As Minister, I am committed to ensuring consumer protection. In November, with the federal government ignoring consumer concerns about high and volatile gasoline prices, I launched the Ontario Gas Prices Review Task Force. Task force recommendations will be released this spring. In December, I convened a meeting of key travel industry stakeholders to strengthen consumer protection for airline passengers. The *Improving Quality Service Standards for Airline Passengers* discussion paper, which has been forwarded to the federal Transportation Minister, contains easy-to-implement changes to improve the flying experience in this country.

MCCR is also a leader in reducing red tape. MCCR eliminated the brewers' levy, making it easier for small brewers to place their products in Beer Stores. An MCCR *Liquor Licence Act* regulation establishes fair market standards for brew-on-premise operations. The *Franchise Disclosure Act*, if passed, will set standards for information disclosure by franchisors and require fair dealings by both parties to a franchise agreement.

As we look forward to the coming year, MCCR will develop and manage a flexible, cost-effective, customer-centred service delivery system that meets the needs of Ontarians and provides them with choice in how, when and where they access government services and products.

R.W

The Honourable Robert W. Runciman
Minister of Consumer and Commercial Relations

Ministry Vision

MCCR's vision is to promote a fair, safe and informed marketplace to support a competitive economy in Ontario. As a result of this business plan, the ministry will continue to support the government's agenda for job creation, economic growth and keeping Ontario communities safe and healthy.

The ministry's mission is to:

- Provide for high standards of consumer protection, public safety and business practices;
- Support business growth and the investment climate;
- Provide services that are relevant to, and in keeping with, the evolving marketplace and in ways that make sense to Ontarians;
- Facilitate the provision of consumer information and education;
- Respond to the public's need for efficient services that offer value for money.

Core Businesses

1) Consumer Protection and Public Safety

MCCR oversees a system of regulation and enforcement that builds consumer confidence and encourages the growth of legitimate businesses. MCCR and its delegated Administrative Authorities* oversee legislation to protect consumers and regulate real estate, travel, motor vehicle dealers, elevators, amusement devices, fuel safety and electrical safety. The Ontario Film Review Board, with delegated authority from MCCR, provides consumers with information to make viewing choices by classifying films and videos. MCCR also administers the Ontario Board of Funeral Services and is responsible for the Ontario New Home Warranty Program.

2) Gaming and Alcohol Control**

MCCR maintains control of the gaming and beverage alcohol sectors through its regulatory agencies – the Ontario Racing Commission (ORC) and the Alcohol and Gaming Commission of Ontario (AGCO). The AGCO licenses and regulates casinos, charitable gaming activities and gaming service suppliers and operators. It also regulates the sale and service of beverage alcohol in public places. ORC ensures the integrity of horse racing through regulatory controls and standards-setting to enhance public confidence in these sectors.

3) Commercial Registries

MCCR provides the legal framework for most commercial activities in the province, ensuring that personal and commercial transactions are made in a secure environment that provides a solid foundation for Ontario's economic development. The ministry and its private sector partners register and maintain accurate records and provide public access to commercial data on real property, personal property and Ontario companies.

4) Vital Statistics

MCCR collects and maintains information on births, adoptions, marriages, deaths and name changes. These records are fundamental to establish citizenship entitlements, including eligibility to vote in elections, access to government programs and services, as well as provide information to support social and economic activities.

5) Business Standards

MCCR promotes consumer confidence and a sound investment climate by ensuring the integrity of Ontario's marketplace. MCCR administers laws governing business practices and regulates sectors such as bailiffs, cemeteries, collection agencies and consumer reporting; areas of the entertainment sector including boxing, kickboxing and wrestling; and the distribution of films and videos. MCCR works with business associations in unregulated sectors, such as the Collision Industry Standards Council of Ontario, to help them develop high marketplace standards and voluntary compliance.

6) Service Delivery

As of April 2000, MCCR is responsible for a number of customer service functions previously located in other ministries. Consolidating these services in MCCR will result in an improved service delivery system that is convenient, accessible and makes sense to the public. These services include:

- The ServiceOntario project, which focuses on service improvements for routine transactions that take place between the public and the Ontario government, such as driver's licence renewals. The ServiceOntario project is finding ways to provide people with better, more integrated service, and make better use of new, emerging technologies, as well as the private sector's service delivery expertise (transferred from the Ministry of Transportation).

- Publications Ontario distributes government publications to the public and provides online access to government information and services (transferred from Management Board Secretariat).
- Access and Inquiry Services provides walk-in, telephone and e-mail government information services (transferred from Management Board Secretariat).
- 57 Government Information Centres (GICs) provide convenient access to information and quick referral to the right specialist. Each GIC has a public access terminal offering the public the ability to browse the ministry provincial government Web sites and other electronic services (transferred from Management Board Secretariat).

* MCCR has five Administrative Authorities, i.e., industry-led not-for-profit corporations that administer designated provincial laws. These are: Ontario Motor Vehicle Industry Council, Travel Industry Council of Ontario, Real Estate Council of Ontario, Technical Standards and Safety Authority, and the Electrical Safety Authority.

** While the Liquor Control Board of Ontario (LCBO) reports to the Minister of Consumer and Commercial Relations, its budget is not part of the ministry's operational budget. The LCBO is a schedule II agency.

Annual Report on Key Achievements for 1999 - 2000

Quality Service

Quality Service Plan

MCCR implemented a Quality Service Plan that has increased communications with external customers and improved the ability of staff to meet MCCR's goals. For instance, *Scam Scan*, a media and consumer education campaign focusing on fraud and marketplace trouble spots, was undertaken through a series of press releases, announcements and communications materials. MCCR also developed and released the *Fraud Free 2000 Calendar*, a publication targeted at seniors to help them avoid fraud.

MCCR created The Learning Program to meet ministry staff needs for training in order to provide better customer service. The first pilot began in 1999 and the goal is to enrol more volunteers so that by 2001 all ministry staff have a learning plan. This effort ties in with the overall government goal of transforming the Ontario Public Service into a learning organization to ensure that employees have the skills, knowledge and abilities to respond effectively to new priorities and challenges.

Consumer Protection

In response to public concerns about airline service, MCCR consulted with air travel industry stakeholders to strengthen consumer protection for airline passengers. As a result of this effort, *Improving Quality Service Standards for Airline Passengers*, a report with recommendations to improve customer service was produced and shared with the federal Minister of Transportation and the airline industry.

The Ontario Gas Prices Review Task Force was created as a result of the federal government ignoring the concerns of Ontarians about high and volatile gas prices. The task force recommendations are scheduled for release in the spring.

The Technical Standards and Safety Act was introduced, and will, if passed, provide a modern and efficient regulatory environment for the administration of public safety.

Public concerns about rave parties led MCCR to host a conference of enforcement agencies and community groups on cleaning up illegal activities in establishments that are either licensed or unlicensed to serve alcoholic beverages.

Partnership In Consumer Protection and Public Safety

Land Registration

MCCR's partnership with the private sector through Teranet Land Information Services Inc. has automated three million property records so far. These properties are now available for public access through the Province of Ontario Land Registration Information System (POLARIS), an automated land registration database.

The Remote Online Search Capability Ontario (ROSCO) kiosks in Barrie, Brantford and Lindsay registry offices offer electronic access and credit card payment of writs of execution searches.

In addition, the first remote electronic land registration project was piloted in London, Middlesex, making Ontario the first jurisdiction in the world to provide electronic registration of land-related documents.

Clients in Middlesex County can now prepare land registration documents from their own offices and electronically file those documents from their offices. Ninety-one per cent of registrations now occur online in Middlesex.

Regulation That Makes Sense

Encouraging economic development and job creation

MCCR changed the *Collections Agencies Act* to encourage investment and promote job creation by allowing foreign ownership of Ontario-based agencies.

The Franchise Disclosure Act was introduced, and will, if passed, set standards for the disclosure of information by franchisors and require fair dealings by both parties to a franchise agreement.

The Red Tape Reduction Act, 1999, was introduced and passed, containing 200 amendments to streamline Acts in six ministries. The overall goal is to reduce job-killing red tape for businesses in Ontario.

MCCR cut red tape to expand the availability of high-quality Ontario Vintners Quality Alliance (VQA) wines by allowing direct delivery to licensed restaurants and bars. In addition, the brewers levy was eliminated, making it easier for small brewers to place their products in Beer Stores.

MCCR has also taken the lead to improve access of Ontario wines to European markets, where unfair rules are limiting the amount of Ontario wines that can be sold there.

Direct Service Innovations

Customer Service

The Personal Property Security Registration Branch has electronic capabilities that allow it to carry out 96 per cent of registrations and 84 per cent of searches electronically. In all, there are 2.5 million transactions annually and over $50 billion in assets have been secured. Over 1,600 client accounts are maintained and served with help desk support for both business and technical matters.

Ontario Business Connects

Ontario Business Connects (OBC) continued to expand its network of computer workstations across the province that allow people to register a business. Over 100 locations now exist across the province. In addition, a secure Internet business registration service was added, as well as the capability of obtaining a federal Business Number. OBC and Internet searches now mean that 80 per cent of corporate searches are done electronically.

Vital Statistics

The Office of the Registrar General began offering five downloadable forms from its Web site (Request for Birth, Marriage or Death Certificates; Marriage Licence Application; Marriage Licence; Statement of Death; Medical Certificate of Death), thereby shortening the time that customers need to spend in its offices.

As part of the ongoing Ontario Vital Statistics Information Project, communications and consultations took place with stakeholders with regard to policy and legislative changes required to change the Office of the Registrar General to become a high-tech, responsive, streamlined and customer-focused operation.

Key Commitments and Strategies for 2000 - 2001

MCCR's key strategies and commitments for 2000-2001 focus on creative solutions and exploring alternative approaches to program delivery that will result in improved, convenient and accessible customer service and streamlined operations.

Partnerships in Consumer Protection and Public Safety

Strategy

MCCR will promote a fair, safe and informed marketplace. We will work with our partners to ensure that ministry acts support consumer protection and public safety and that ministry acts and regulations are appropriately enforced.

Commitment

- MCCR will work toward adding a sixth[*] administrative authority by creating the Vintners Quality Alliance of Ontario to administer an appellation system for quality Ontario wines to ensure that high quality products are available to consumers.

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[*] The five other authorities are: Ontario Motor Vehicle Industry Council, Travel Industry Council of Ontario, Real Estate Council of Ontario, Technical Standards and Safety Authority, and the Electrical Safety Authority.

- MCCR will introduce legislation to convert the Ontario Racing Commission into a self-financing entity fully funded by horse racing participants to provide more accountable, streamlined and efficient regulation.
- MCCR will undertake consultations with the public on consumer statutes such as the *Consumer Protection Act* and the *Business Practices Act*. Potential amendments, if passed, would broaden consumer rights with respect to services and ensure that people conducting transactions over the Internet have equivalent rights to consumers in traditional commerce. Consultation will also cover other areas including travel agents, bailiffs, real estate brokers and motor vehicle dealers.
- In response to public concerns about rave parties, the minister hosted a conference and discussions on cleaning up illegal activities at events in licensed and unlicensed establishments. An interim report will be issued with suggestions to make communities safer.
- MCCR will protect consumers by helping in the fight against telemarketing fraud by identifying and prosecuting dishonest telemarketers. MCCR will participate in expanding law enforcement activities and consumer education to protect consumers in collaboration with other levels of government and law enforcement agencies from both Canada and the United States. MCCR has laid over 1,400 charges since enacting the *Loan Brokers Act* in 1995.

Regulation That Makes Sense

Strategy

Working with stakeholders, MCCR plans to develop legislation and regulations that will curb unscrupulous business practices while encouraging a healthy environment for legitimate businesses. Reducing red tape and streamlining regulations and legislation to eliminate unnecessary requirements for business will remain a top priority.

Commitments

MCCR will introduce major regulatory initiatives following consultation with affected parties on the following matters:

- Technical standards and public safety under the *Technical Standards and Safety Act* to provide Ontario with a more modern, flexible and efficient regulatory environment for the administration of public safety. This Act incorporates a new code for amusement rides that resulted from an independent review by the Canadian Standards Association (International). Public safety will be enhanced in regard to elevating and amusement devices, hydrocarbon fuels and equipment, boilers and pressure vessels as well as upholstered and stuffed articles.
- Condominiums, to enhance information disclosure for prospective buyers and allow for new and more flexible arrangements for condominium corporations.
- The *Wine Content Act* to deal with consumer issues such as truth in labelling and to examine content and purchase requirement levels to ensure they are still relevant.
- U-brew and u-ferment practices to establish clear and fair marketplace standards for this previously unregulated sector of the beverage alcohol industry, thereby ensuring the long-term viability of the sector.
- Franchising, (pending passage of the *Franchise Disclosure Act)*, in order to help small business investors make informed decisions and encourage marketplace fairness.

Direct Service Innovations

Strategy

MCCR will build on its base of electronic services to develop faster and more convenient services that give the public better value for tax dollars and fees for service and provide choice in how, when and where to access services.

Commitments

- In conjunction with the Ministry of Finance, MCCR will implement a combined filing of corporate tax and annual information through a joint return in order to reduce red tape for businesses and improve customer service.
- Electronic incorporations will be offered more widely to reduce the time that business must take for this process.
- OBC will expand services available from its kiosks to include permit issuing, registration updates and maintenance transactions to simplify routine transactions that businesses have with government.

Vital Statistics

Strategy

MCCR's Ontario Vital Statistics Improvement Project (ONVIP) will modernize the way vital statistics services are delivered, building on electronic service delivery.

Commitment

- The ONVIP project will provide the public with more cohesive, integrated services in a variety of service choices. Better use of technology will allow for improved access points for receiving and delivering critical citizen data.
- MCCR has made vital statistics services available at nine Land Registry Offices and will increase that number to 16.

Customer Services

Strategy

On April 1, 2000, a number of customer service programs were transferred to MCCR from other ministries. These include Government Information Centres, Publications Ontario, Access and Inquiry Services, and the ServiceOntario project. MCCR will integrate these programs with existing services and improve customer service, in part by taking greater advantage of electronic service delivery to provide Ontarians with access to service when, where and how they want it.

Commitment

MCCR will improve the service provided to the public by the transferred programs. For instance, MCCR will continue to work with Bell Canada as well as the federal and municipal governments to make the Blue Pages in local telephone directories easier to use. Government services will be listed by subject rather than by departments or levels of government. The revised Blue Pages demonstrate Ontario's commitment to improving public access to government information, programs, services and staff. These user-friendly Blue Pages are now offered in North Bay, Kingston, Toronto and Kitchener-Waterloo.

Key Performance Measures

Core Business: Consumer Protection and Public Safety

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Consumer Protection (Education) Through public education and information, promote a fair and informed marketplace	Prepare and deliver a range of consumer outreach materials and messages targeted at informing seniors and other vulnerable consumers so that they are better equipped to avoid consumer scams	Prepare and distribute one Fraud Alert calendar to the public; have available 16 brochures and 10 Fact Sheets; continuously enhance Web site with new graphics and updated consumer information	Third annual fraud calendar for seniors and vulnerable groups to be distributed Develop high school curriculum module on consumer rights and responsibilities Enhance ability to handle consumer complaints and provide consumer information through the internet Develop and implement a strategy to better inform parents about the content of violent films and video games
Consumer Protection (Enforcement) Ensure that the administrative authorities (AAs) enforce ministry acts and regulations so as to protect the public and promote a fair and informed	Ensure that AAs maintain consumer protection functions at service levels that match or exceed levels achieved when the functions were performed by ministries or government agencies Ensure that AAs comply with	Ensure that AAs annual business plans set performance targets for key consumer protection functions such as inspections which match or exceed service levels achieved when the functions were administered by ministries or agencies (e.g.,	Ministry will work with the AAs on their annual reports and business plans to ensure they set and achieve targets for key consumer protection initiatives, which

Core Business: Consumer Protection and Public Safety

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
marketplace	their administrative agreements and achieve goals set in annual business plans, to ensure public is protected	Ontario Motor Vehicle Council will carry out 3,700 inspections in 2000, a 70 per cent increase over volume completed in 1996) Effective monitoring of AAs to ensure they achieve 100 per cent of their business plan objectives and comply with their administrative agreement	meet or exceed service levels achieved when the functions were administered by ministries or agencies. Also, the ministry will publish key performance achievements of the AAs
Public Safety Ensure that Ontario's technical safety and standards legislation and regulations are effectively administered by the Technical and Safety Standards and Electrical Safety Authorities (TSSA and ESA), thus promoting a safe marketplace that supports a competitive economy	Ensure that ESA and TSSA maintain consumer safety functions at service levels that match or exceed levels achieved when the functions were performed by ministries or government agencies TSSA and ESA comply with their administrative agreements and achieve goals set in annual business plans to strengthen public safety	Ensure that ESA and TSSA's annual business plans set performance targets for key consumer safety functions which match or exceed service levels achieved when the functions were administered by ministries or agencies (e.g., ESA will establish customer satisfaction benchmarks for key service areas – wiring, continuous safety services, and product approvals – and measure monthly progress) Effective monitoring of TSSA and ESA to ensure they achieve 100 per cent of their business plan objectives and comply with their administrative agreements	Work with TSSA and ESA on their annual reports and business plans to ensure they set and achieve key consumer safety targets. MCCR will also publish key performance achievements of the TSSA and ESA

Core Business: Gaming and Alcohol Control

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Protect the public interest in alcohol, gaming and horse racing by promoting a fair, safe and informed marketplace	1. Regulatory Agencies: Alcohol and Gaming Commission of Ontario (AGCO) and Ontario Racing Commission (ORC) will achieve goals set in their annual business plans as approved by MCCR, including the following four measures	Effective monitoring of AGCO and ORC to ensure they achieve 100 per cent of their business plan objectives	Ministry will review AGCO and ORC compliance with targets and commitments on a quarterly basis, and where necessary will require specific action plans to overcome identified shortfalls
	2. Gaming: Percentage of charity casinos with enhanced security and surveillance measures	AGCO will ensure that appropriate staff approvals, security and surveillance are completed as the casinos/racetracks open AGCO will ensure that due diligence is performed in a manner that facilitates a timely opening of each casino/racetrack	100 per cent of charity casinos (4), racetracks (18), and one First Nations slot facility will have enhanced security and surveillance measures when opened
	3. Gaming: Increased industry compliance with regulatory requirements	AGCO will ensure that appropriate staff approvals, security and surveillance are completed as the casinos/racetracks open AGCO will ensure that due diligence is performed in a manner that facilitates a timely opening of each casino/racetrack	AGCO will complete, on average, 400 investigations of gaming suppliers and employees for every charity casino, racetrack facility and First Nation slot machine facility
	4. Alcohol and Gaming: Number of inspections of liquor licensed establishments and gaming venues to ensure compliance with respective regulatory requirements	26,000 inspections annually of approximately 16,500 licensed establishments and gaming venues	26,000 inspections

Core Business: Gaming and Alcohol Control

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
	5. Brew-on-premise Ensure that brew-on-premise establishments are operating responsibly and in full compliance with Liquor Licence Act regulations	100 per cent of brew-on-premise establishments are licensed within twelve months of Cabinet approval of regulations	100 per cent of brew-on-premise establishments that have filed timely and accurate applications are licensed within twelve months of Cabinet approval of regulations
Consumers at home and abroad can be assured that wine sold under the Vintners Quality Alliance (VQA) marquee meets rigorous standards that are backed by provincial legislation	Ensure Ontario wineries using VQA terms, descriptions and designations are operating responsibly and in full compliance with the VQA Act and regulations	100 per cent of Ontario wineries using VQA terms become members of the wine authority (VQA Ontario) upon its delegation	VQA Ontario fully established and operational by June 2000
	Approval of Ontario VQA wines by the wine authority under a legislated regime	Require all VQA wines made from the year 2000 harvest to be approved by the wine authority under a legislated regime	
	Horse Racing: Monitoring all race dates and participants to ensure compliance with the ORC's Rules of Racing	100 per cent of race dates will be monitored by Judges and Stewards	ORC judges and stewards will monitor all race dates granted in Ontario
	Horse Racing: Licensees will meet all criteria required to pass criminal record checks	100 per cent compliance among new licence applicants, regarding criminal record check criteria	ORC will screen all new licence applications to ensure compliance with criteria to pass criminal record checks

Core Business: Commercial Registries

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Provide electronic access to real property, personal property and corporate registration information, thus promoting a fair, safe and informed marketplace that encourages a competitive Ontario economy	Real Property Registration (RPR): Number of properties whose records are available electronically	Continue expanding province-wide public access to automated properties as scheduled in implementation partnership with Teranet. (Total number of properties to be automated is approximately 4.3 million)	Monitor and reinforce that Teranet meets its contractual obligation and completes automated access to 3.1 million properties, up from 2.87 million in 1999-2000
	Personal Property Security Registration (PPSR): Registrations updated to database and available for client access within 24 hours of submission. 96 per cent registrations and 84 per cent searches are done online	Ensure standard is consistently met	100 per cent of electronic submissions updated to database within one business day
	RPR and PPSR: Customers surveyed who reported satisfaction with services provided by RPR and PPSR	At least 90 per cent of clients satisfied with good or better service	RPR and PPSR commit to continue contributing to the maintenance or improvement of the 85 per cent customer satisfaction level
	Companies Branch: Percentage of new businesses incorporated electronically following introduction of the new service	Remote filing and immediate electronic endorsements of Articles of Incorporation for Ontario businesses	20 per cent of incorporation filings will be performed through remote access
	Companies Branch: Efficient maintenance of the Corporate Public Record	Transactions received electronically are processed as an update or a deficiency 100 per cent of the time within one business day	Meet standard 100 per cent of the time
	Ontario Business Connects: Develop new partner relationships and enhance	Expand program delivery through service providers and potentially offer other products	Add five new services, programs or extensions of

Core Business: Commercial Registries

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
	existing partnerships	and services that streamline client engagements	use to OBC
Increased delivery of services using alternative methods to streamline business clients' access to government program areas	Ontario Business Connects: Number of government programs that use the federal business number and which accept the Master Business Licence (MBL)	Enhance the use of the Business Names and MBL for client/government transactions	Ensure no system downtime Improve registration service available through OBC partners
Use technology to improve the integrity of business-to-government relationships to encourage business growth and investment	Ontario Business Connects: Progress with the development of infrastructure that supports client interaction including e-commerce	Employ public/private partnerships to create solutions	Introduce Internet access that matches existing workstation capacity
Integrity of Records	RPR and PPSR: Number of payouts from the Commercial Registry Assurance Funds	Payouts limited to one per 500,000 transactions	Maximum of 14 payouts from combined funds
Timeliness of Land Registrations	RPR: Registrations verified in timely manner after receipt	Land Titles transactions verified within legal limits at annual registration volume within 1.4-1.6 million range	Subject to approval of workload funding request and registration volumes not exceeding 1.6 million, 100 per cent of Land Titles registrations verified within 21 day legal limit

Core Business: Vital Statistics

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Increased service choice and enhanced public access to Vital Statistics records	The number of access point and service offerings provided to the public	Continue expanding the number of over-the-counter locations providing same day service Continue to increase service choice offerings	Increase number of over-the-counter locations to 16 from nine

Core Business: Business Standards

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Investigation, compliance and prosecution of legislation administered directly by MCCR will promote a fair and safe marketplace that supports a competitive economy	Percentage of investigations that are completed before the statutory time limit expires	100 per cent	90 per cent
	Percentage of investigations and prosecutions which are successful in terms of restitution to victims and/or a significant deterrent or consequences for offenders	90 per cent success rate	90 per cent success rate

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Consumer and Commercial Relations

Operating	$135 million
Capital	$0 million
	1,075 staff

MinistryAdministration

Operating	$ 38 million **
Capital	$ 0 million
	150 Staff

Commercial Registries

Operating	$ 41 million
Capital	$ 0 million
	641 staff

Consumer Protection and Public Safety / Business Standards

Operating	$ 8 million
Capital	$ 0 million
	94 staff

Vital Statistics

Operating	$ 9 million
Capital	$ 0 million
	141 staff

Gaming and Alcohol Control

Operating	$ 39 million ***
Capital	$ 0 million
	49 staff

Note: Staff numbers are shown as full-time equivalents

* PSAB basis

** This includes $18.0 million for property leases for the ministry and $2.4 million for Year 2000 projects.

***This includes the operating budget for the Alcohol and Gaming Commisison of Ontario but does not include its staff count of 385 staff, who are not hired under the *Public Service Act*.

2000-2001 Ministry Approved Allocations by Core Business Plan**

Ministry of Consumer and Commercial Relations

Operating	$146 million
Capital	$ 0 million
	1,165 staff

Ministry Administration

Operating	$37 million **
Capital	$ 0 million
	143 staff

Consumer Protection and Public Safety/Business Standards

Operating	$ 8 million
Capital	$ 0 million
	100 staff

Gaming and Alcohol Control

Operating	$39 million ***
Capital	$ 0 million
	48 staff

Commercial Registries

Operating	$44 million
Capital	$ 0 million
	629 staff

Vital Statistics

Operating	$11 million
Capital	$ 0 million
	149 staff

Service Delivery

Operating	$ 7 million
Capital	$ 0 million
	96 staff

* Note: Staff numbers are shown as full-time equivalents

*PSAB basis

** This includes $19.0 million for property leases for the ministry

*** This includes the operating budget for the Alcohol and Gaming Commision of Ontario but does not include its staff count of 402 staff, who are not hired under the *Public Service Act*.

Who to Call

Questions and comments about MCCR's business plan are welcomed and should be addressed to:

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You may also visit our web site at www.ccr.gov.on.ca or call our General Inquiry Unit in Toronto at (416) 326-8555. The toll free number is 1-800-268-1142, the e-mail address is ccrinfo@ccr.gov.on.ca and the TTY/TDD is (416) 326-8566.

MINISTRY OF CORRECTIONAL SERVICES

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Rob Sampson

Public safety and reducing crime is important to all Ontarians. The Ministry of Correctional Services plays an important role in helping to ensure our communities are safe. We at the ministry take our role in maintaining safe communities by continuing to look at ways to make a safe, secure, effective and efficient jail system in Ontario. New standards and performance benchmarks are essential to measuring new levels of success in correcting criminal behaviour.

The ministry is making the investments necessary to modernize our institutions, as well as identifying more effective ways to facilitate inmate rehabilitation, and identifying programs that can reduce the rate of those who return to crime.

By the spring of 2004, Ontario's system of institutions for adult offenders will be transformed into a more safe, secure, effective and accountable system.

Ontario's current infrastructure for young offenders no longer meets the needs of an increasingly demanding and high-risk young offender population. The creation of a dedicated system for young offenders will focus on the programming requirements of young offenders and fulfills the government's commitment made in 1997.

As part of the transformation of correctional services, we will build on the success of our partnerships in pursuing alternative service delivery. This involves expanding partnerships with service agencies, in either the public or private sector, which can contribute their expertise to assist the ministry to deliver services most effectively and efficiently, at less cost to taxpayers.

I am optimistic because of the dedication and professionalism of the men and women on staff who help us reach and surpass our goals. Together, we are prepared to face new challenges and guide Correctional Services into the 21st century.

The Honourable Rob Sampson
Minister of Correctional Services

Ministry Vision

The vision of the Ministry of Correctional Services is for a province where public safety is protected by a modern correctional system which holds incarcerated offenders in a safe, secure, efficient, effective, no-frills correctional environment and which supervises those serving sentences in the community. Trained and professional staff will work to reduce criminal behaviour and lower the rates of re-offending.

Contributing to safe streets and safe communities in Ontario continues to be a priority of the ministry. To do this, the ministry will focus on:

- Building a safer Ontario and promoting respect and responsibility throughout the justice system;
- Modernizing the justice system;
- Improving service through performance standards and better business practices; and
- Providing integrated support to victims.

Specific principles to guide the transformation of the ministry and its achievement of its vision include:

- Focus on the core business of incarceration and corrections, both in institutional and community settings, based on standards and performance targets;
- Foster quality alliances/partnerships with public and private sector organizations in non-core businesses and in those aspects of core businesses where public safety can be assured (i.e., food preparation);
- Specialize correctional programs to reflect offenders' sentence status, correctional needs and likelihood for success;
- Where possible specialize institutions (sentenced, non-sentenced, special treatment, general treatment);
- Expand the use of the strict discipline model of corrections; and reform the young offender system.

Core Businesses

The mandate of the Ministry of Correctional Services is defined in Section 5 of *the Ministry of Correctional Services Act*:

> "…to supervise the detention and release of inmates, parolees, probationers and young persons and to create for them a social environment in which they may achieve changes in attitude by providing training, treatment and services designed to afford them opportunities for successful personal and social adjustment in the community.…"

and includes the detention, incarceration and supervision of:

- Adult offenders, 18 years and over, sentenced to terms of imprisonment of less than two years and/or terms of probation of up to three years;
- Sixteen and 17-year-old young offenders;
- Persons under parole supervision, as granted by the Ontario Board of Parole;
- Persons on remand, awaiting trail or sentencing;
- Persons held for immigration hearings or deportation; and,
- Persons awaiting transfers to federal institutions to serve sentences of two years or more.

The ministry is also responsible for the operation of:

- Forty-four correctional institutions;
- Thirty-eight area and eighty-seven satellite offices serving probationers (adult and young offenders), parolees and individuals with conditional sentences;
- Fifteen contracts with agencies for residential beds for use by appropriate adult offenders in the community on temporary absence or parole;
- Six secure custody facilities for young offenders; and
- Forty-eight open custody young offender residences.

Institutions

Jails and Detention Centres accommodate non-sentenced inmates charged with offences and awaiting trial who have not been released on bail.

Correctional Centres accommodate longer-term sentenced adult offenders (60 days to two years less a day). Placement and programming is based on an assessment of the offender's risk of re-offending and prior correctional history.

Community Services

Community Services is responsible for the assessment, correctional supervision and the delivery and facilitation of rehabilitation programs to offenders in the community.

The youth correctional system in Ontario is delivered by two ministries. The Ministry of Community and Social Services maintains responsibility for offenders aged 12-15 at the time of their offence, while the Ministry of Correctional Services is responsible for offenders aged 16-17 at the time of their offence.

Young Offender Open and Secure Custody Facilities

Open custody or secure custody are dispositions imposed by a Youth Court Judge. A young offender undergoes an assessment process by a multi-disciplinary team of clinical services staff and youth officers. Together, they work to develop a plan of care that focuses programming on the factors that led the young person into conflict with the law.

A young offender can be sent to an open custody house or a secure custody facility known as a youth centre. Open custody homes are usually located in community neighbourhoods with access to schools and employment opportunities.

Staff Training

It is crucial that staff receive training which meets the demands of the job and to ensure the safety and security of the public. The Bell Cairn Staff Development Centre provides basic and advanced corrections-specific training. In-service training is also delivered throughout the province by trained ministry staff.

Ontario Board of Parole

The Ontario Board of Parole has legislative authority to grant supervised conditional release to adult offenders sentenced to Ontario provincial correctional institutions. The guiding principle underlying parole decision-making holds public safety to be paramount. The government believes early conditional release on parole is a privilege that must be earned – it is not a right. The Board, which has representatives from the community, welcomes input from victims of crime, in making independent, fair and objective decisions. It pursues its primary goal of protecting the public by releasing only those offenders considered to be a manageable risk.

Annual Report on Key Achievements for 1999 - 2000

Modernization of Adult Correctional Facilities

The Adult Infrastructure Renewal Project (AIRP) was announced in 1996 as the means to improve the security and efficiency of many of Ontario's adult correctional facilities. In 1993, the Provincial Auditor criticized the province's correctional services for costly, inefficient operations. As a result, the province's aging and expensive facilities are being replaced with larger, safer, more effective and efficient institutions.

To replace older facilities that have either closed or are planned for closure, two large, multi-purpose facilities are being constructed, and existing facilities are being expanded and retrofitted. This initiative will allow the ministry to optimize its capacity to build a better balance between detention, correction and accountability.

Young Offenders

Youth Services are delivered using a case management model that recognizes the individual needs of each young offender under supervision. Ontario continues to press the federal government to toughen the proposed *Youth Criminal Justice Act*, which contains many of the same weak provisions as the existing *Young Offenders Act (YOA)*. Ontario has stressed the fact that the *YOA* has failed to deter violent youth crime and hold offenders accountable.

Parole

The government believes early conditional release on parole is a privilege that must be earned, and not a right. The number of offenders granted parole by the Ontario Board of Parole dropped for the fifth straight year and no parolee has been charged with homicide in as many years.

Changes including the appointment of board members with criminal justice backgrounds, and increased victim input in the parole process, have resulted in far fewer criminals being given early release. There has been an associated decrease in serious re-offending by parolees from an all time high of 61 in 1994-1995 to four this year. Parole warrants are being executed more rapidly and the number of outstanding warrants has dropped significantly. A new policy was implemented which requires parolees to carry their certificates at all times and produce them upon request by police.

Truth in Sentencing

The province also called on the federal government to make fundamental changes in the way criminals are sentenced in Canada. Ontario's proposals include repeal of the federal "discount law" that puts offenders back on the streets after serving only two-thirds of their sentence.

Victims' Rights

The government has shifted the balance in the criminal justice system towards public safety and the rights of victims. Victims now have a stronger voice in the criminal justice system. When an inmate applies for parole, the person whose life is perhaps most affected by the decision is now finally able to express a view about the parole candidate through letters, telephone conversations or directly in person to the Ontario Board of Parole. Specific reasons for parole decisions are also now available on request.

Community Services

A new *Probation and Parole Service Delivery Model* is being implemented and is another example of the principles aimed at enhancing public safety, reducing re-offending rates and ensuring continuity and consistency of programs between the community and institutions. The *Model* concentrates resources and interventions on those offenders with highest levels of criminal behaviour and/or highest risk of re-offending.

Investment in Technology

In 1999-2000, the government began to implement the *Integrated Justice Project (IJP)*, a comprehensive information system that links courts, judges, lawyers, prosecutors, police, and correctional facilities and staff.

With the *IJP*, a new corrections case management system will replace the *Offender Management System*. It will provide better information faster and allow improved information sharing across the different sectors of the justice system. The new integrated system also includes a *Common Positive Identification System*, to better identify offenders and their history.

The *Project* – often described as one of the world's largest justice modernization initiatives – represents a $203 million investment by a private-sector consortium and the Ministries of Correctional Services, Attorney General and Solicitor General.

Key Commitments and Strategies for 2000 - 2001

Modernization of Adult Correctional Facilities

The Ministry of Correctional Services has been reviewing Ontario's adult correctional institution system over the past six years, with a view to improve safety, security, effectiveness and accountability in the delivery of correctional services.

Ontario's existing system of institutions for adult inmates will be transformed to a modern system that is safer, more secure, effective and accountable. This modernization, which began in 1996, will help the ministry to introduce standards and performance benchmarks to Ontario's correctional system and involves expansions, retrofits and building new facilities.

Dedicated System for Young Offenders

The ministry is responsible for young offenders (aged 16 and 17), and operates services across the province specific to their needs and the requirements of the federal *Young Offenders Act*.

The ministry will renew the current young offender infrastructure to create a dedicated system for young offenders. To achieve this, a key component will be the removal of young offenders from ten units currently located within adult facilities.

The creation of a dedicated system for young offenders will allow for better focus on the programming requirements of young offenders. The dedicated system will be geared to achieving better results in correcting unlawful and anti-social behaviour.

Partnerships for Improved Service Delivery

Building on the success of our partnerships in delivering correctional services, the Ministry of Correctional Services will expand partnerships with service agencies in the public or private sector, which can contribute their expertise to assist the ministry in delivering the most safe, secure, effective and accountable correctional services.

Investment in Training 2000-2001

The Ministry of Correctional Services is making a significant investment in training to sustain and develop programs for staff across the province.

Community Supervision

The method of community supervision has been changed to focus resources on offenders at the highest risk of re-offending and those who present the highest risk to public safety. Public safety will be enhanced through effective assessment, assignment to appropriate levels of supervision, provision of in-house rehabilitative core programs and intensive supervision for the highest risk offenders. Staff will work together with community agencies to maintain a high level of care and rehabilitative programming for offenders.

The addition of 165 new probation and parole officers will provide more intensive and frequent monitoring of offenders, and assist in restricting the movement of offenders serving sentences in the community. The increased staffing will assist in delivering the government's new strict discipline model for community corrections.

Key Performance Measures

Core Business: Agencies – Ontario Board of Parole

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Reduction in Re-offending by Parolees	Percentage of parolees who re-offend while on parole.	Maintain rate of re-offending while on parole to 4.5 per cent or less.	Meet or exceed target.
	Percentage of parolees suspended for serious re-offending.	Maintain rate of suspension for serious re-offending to 2.0 per cent or less.	Meet or exceed target.
	Percentage of parolees who re-offend within two years of release.	Maintain rate at which parolees re-offend within two years of release to 25 per cent or less.	Meet or exceed target.

Core Business: Institutional Services

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Accountability to Society and Victims of Crime	Rate of notification to victims registered with the Victim Services Unit.	One hundred per cent first notification to registrants made on the same day as (or prior to) the event date.	One hundred per cent first notification to registrants made on the same day as (or prior to) the event date.
Cost Efficient Institutions	Per diem cost per offender in provincial adult institutions.	Upon completion of Central Ontario projects of the Adult Infrastructure Renewal Project facilities in 2002, reduction to $90/day/offender.	Report back on progress towards goal.

Core Business: Community Services

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Cost Efficient Supervision	Per diem cost per offender in the community.	Per diem cost for offenders in the community will not exceed $12 per day per offender in the community.	Cost not to exceed standard.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Correctional Services	
Operating	$562.2 million
Capital	$124.4 million
Staff	7,595

Institutions	
Operating	$395.0 million
Capital	$124.4 million
Staff	5,525
Including Teachers	

Community Services	
Operating	$72.8 million
Staff	1,020

Young Offender	
Operating	$75.6 million
Staff	710

Ontario Board of Parole	
Operating	$2.9 million
Staff	25

Staff Training	
Operating	$3.3 million
Staff	50

Ministry Administration	
Operating	$12.6 million
Staff	265
Includes Corrections Program Administration and Independent Investigators	

Note: Staff numbers are shown as full-time equivalents

***Public Sector Accounting Board based**

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of Correctional Services	
Operating	$590.9 million
Capital	$156.0 million
Staff	7,270

Institutions	
Operating	$398.8 million
Capital	$136.6 million
Staff	5,130
Includes Teachers	

Community Services	
Operating	$82.2 million
Staff	1,105

Young Offender	
Operating	$83.8 million
Capital	$19.4 million
Staff	695

Ontario Board of Parole	
Operating	$3.9 million
Staff	30

Staff Training	
Operating	$4.9 million
Staff	50

Ministry Administration	
Operating	$17.3 million
Staff	260
Includes Corrections Program Administration and Independent Investigators	

Note: Staff numbers are shown as full-time equivalents

***Public Sector Accounting Board based**

Who to Call

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MINISTRY OF ECONOMIC DEVELOPMENT AND TRADE

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Al Palladini

I am pleased to present the 2000-2001 business plan for the Ministry of Economic Development and Trade, which includes a report on our achievements for 1999-2000 and outlines our commitments for 2000-2001.

Over the last year, we have worked with our private sector partners to ensure our core businesses – employment and business development, investment, and trade – continue to help Ontario businesses generate wealth and jobs in our province.

Ontario's real economic growth was an outstanding 5.7 per cent in 1999. With a much improved business climate, the private sector expanded its operations and created 375,000 jobs in 1998-99, the best two consecutive years of job creation in Ontario's history. Our Small Business Enterprise Centres and Self-Help Offices encouraged thousands of small business start-ups resulting in new jobs.

We are broadening our support to the Strategic Skills Investment program with a $130 million multi-year commitment. This gives business and industry a key competitive advantage through a highly-skilled, well-educated workforce. Over the past year, our ministry developed new alliances with corporate partners, other levels of government and colleges and universities to help Ontario strengthen its ability to compete globally.

Market Ontario continues to aggressively market the province to strengthen our efforts to attract new investment by implementing impressive and effective marketing strategies. These innovative and cost-effective approaches promote our province globally to encourage investors to create jobs locally.

Ontario Exports Inc., the government's lead trade agency, will help even more Ontario businesses identify and capitalize on export opportunities. In 1999, small and medium-sized Ontario businesses reached out beyond their traditional U.S. customers and captured a bigger share of the market abroad. Greater use of technology will be used to perform key business activities such as trade missions.

Together we accomplished much in 1999. As a result, Ontario has become an excellent investment jurisdiction that boasts lower taxes, a highly-skilled workforce, attractive business investment opportunities, a world-class infrastructure and an excellent quality of life. We look forward to 2000-2001 as an opportunity to continue our efforts to generate strong economic growth and record job creation.

The Honourable Al Palladini
Minister of Economic Development and Trade

Ministry Vision

Our vision is an Ontario business environment that enables us to compete successfully with the best in the world; an Ontario where its people continue to enjoy a high quality of life supported by well-paying jobs.

Ontario continues to be faced with aggressive competition for export markets and investment from competing jurisdictions. Ontario's private and public sectors have a significant stake in helping businesses grow, increasing their level of competitiveness in a global economy, and marketing Ontario's strengths.

We will pursue our vision with vigour and implement our mandate from the people of Ontario to stimulate economic growth, create more jobs and establish strong competitive advantages to ensure a more prosperous future for us and our children.

Core Businesses

The ministry's core businesses are:

- employment and business development;
- investment development; and
- trade development.

The *employment and business development core business* contributes to a positive business climate that supports economic growth and job creation by:

- fostering innovation and entrepreneurship;
- managing sector and business cluster relationships;
- promoting the removal of barriers to business, including addressing business infrastructure gaps; and
- providing advice on business issues and economic development policy.

The *investment development core business* markets the province as a premier investment location to key investment decision-makers through advertising/promotion, lead generation and investment servicing. The "Market Ontario" Program is a key element of the ministry's vision for promoting Ontario's competitive advantages at home and abroad, and attracting and retaining investment.

The *trade development core business* expands Ontario's share of the global export market by working with Ontario firms, in particular, small and medium-sized businesses to:

- increase the number of exporters;
- expand in strategic and emerging markets;
- develop and nurture a dynamic export culture;
- champion the capabilities of Ontario firms in global markets; and
- promote awareness of Ontario exports.

Annual Report on Key Achievements for 1999-2000

Ontario's economic performance for jobs, investment, and exports continues to outperform our competing jurisdictions.

Ontario's economic policies continue to pay large dividends for the business community.

Job growth in the province was stronger than the average of Alberta, British Columbia, Quebec and the eight U.S. Great Lake states (3.6 per cent versus an average of 1.1 per cent).

Ontario's investment in business machinery and equipment as a percentage of total GDP (1998 data) was higher than the average for Alberta, British Columbia and Quebec (7.7 per cent versus an average of 7.4 per cent).

Per capita exports in Ontario (1998 data) were more than three times higher than the average for Quebec and the eight U.S. Great Lake States (U.S. $10,153.26 versus an average of U.S. $2,754.64).

Ontario continued to show strong growth in new business incorporations in 1999 - 54,415 for 1999 versus 50,948 for 1998.

Support for Employment and Business Development

Our Strategic Skills Investment program has been highly successful. Initiated in 1998-99 to help industry and the education sector address strategic skills shortages, it was expanded into a $130 million, multi-year venture in 1999-2000. The program has committed a total of $45 million to 28 strategic skills projects which leveraged an additional $135 million. This resulted in investments of $180 million in strategic skills development.

After listening to the concerns of companies and consumers over barriers to e-business, we worked with other ministries to develop an action plan to create a positive climate for e-business which we will implement in the coming year. We also re-oriented a number of our business support programs to provide a new focus on e-business. This will also enhance our ability to provide advice on how to use e-business to its best advantage to increase competitiveness.

We successfully resolved Ontario's first NAFTA challenge by the United States over fish regulations and provided support to industry in the formation of the Free Trade Lumber Council to work with Ontario for a return to free trade in softwood lumber with the United States. We also developed proposals to limit the way NAFTA rules on investment are applied to Ontario.

Through our Office for Urban Economic Development, we established strong working relationships with Ontario's seven largest urban centres. Together we are building economic development capacity and enhancing provincial-local co-operation to produce stronger urban-centred regions. We successfully partnered with the seven largest urban centres on 20 initiatives, including economic development strategies for Toronto, Ottawa-Carleton and Canada's Technology Triangle.

Our sixth Wisdom Exchange last September helped support the growth of Ontario's fastest-growing innovative firms. More than 200 CEOs met to share their experiences and ideas on the challenges of rapid growth.

We provided the government with competitive intelligence on key economic sectors, and partnered with organizations and companies in those sectors to address issues affecting competitiveness, growth and job creation. This helped the government effectively anticipate, manage and respond to business, investment, economic development and employment issues.

Through our network of 34 Small Business Enterprise Centres and Self-Help Offices supported by entrepreneurship and field staff, we supported 2,500 small business start-ups resulting in 9,700 new jobs. Six new Business Self-Help Offices and four new Small Business Enterprise Centres were opened in 1999-2000. Through our Young Entrepreneurs program, 393 young people received business start-up training and 77 new businesses were started. Our Student Ventures program provided support to 171 students to run summer businesses.

The Ontario Government's Building Aboriginal Economies initiative demonstrates its commitment to improved access by Aboriginal youth to the Young Entrepreneurs, Student Ventures and Visions programs; increased Aboriginal business development and expansion; and greater awareness of the services and opportunities available to the Aboriginal community through Ontario Exports Inc.

Business Development Consultants targeted leading growth firms and supported their objective of business growth by promoting the development of export markets. We contributed to the growth capability of Ontario companies by providing value-added consultation services which help companies to enter or expand exporting activity.

Support for Investment Development

Our investment marketing program, "Market Ontario", which promotes Ontario as a preferred investment location in key international markets, continues to show positive results. Through this program, we supported 30 investment deals resulting in over 3,640 jobs and $402 million dollars of investment.

We also provided information to 643 business immigrants resulting in $85.7 million in investment and 2,390 full and part-time jobs.

Our Key Investment Account Management Program continued its work with large multi-national companies located in Ontario considering expansion or development of new projects. Five hundred and fifty-eight corporate calls were made, resulting in 22 investments.

Support for Trade Development

With a new and ambitious mandate, Ontario Exports Inc. worked directly with 357 firms to facilitate approximately $532 million in new export sales, helping to support the creation of over 5,000 jobs.

We worked diligently to raise our international profile and to help make connections with buyers of Ontario's innovative products and services. Our Premier led a delegation of over 50 Ontario companies on the Team Canada mission to Japan, last fall, where Ontario firms signed agreements valued at $124 million. Aside from completing 20 international missions, we conducted a virtual trade mission to Singapore as a pilot project which linked Ontario exporters with foreign buyers of Ontario products and services, dramatically reducing costs.

We also worked hard domestically. The second annual Ontario Global Traders Awards, Trade Days seminars and domestic marketing campaign showcased Ontario businesses as leading exporters and helped to promote a more competitive global mindset in communities across the province.

Ontario Exports Inc. became one of the first trade agencies in the world to achieve ISO 9001 registration, an internationally-recognized quality standard. This is an important milestone for the organization.

Key Commitments and Strategies for 2000-01

Key Strategies

In our work to support job creation by expanding economic development and trade, the ministry focuses its resources and energies on three key strategic objectives:

- expanding the Ontario economy by strengthening business sectors and clusters, continuing to remove barriers to business, improving business infrastructure, encouraging private sector investment in skills development, and leading economic development and trade policy and business advice across government;
- increasing foreign and domestic investment in Ontario by marketing the province as a preferred North American business location to leading international corporations and Ontario companies; and
- increasing Ontario's share of the global export market by expanding the number of small and medium-sized businesses exporting, building export sales in key and emerging markets, and developing a dynamic export culture in Ontario.

To ensure that our organization has the capacity to achieve our strategic objectives, we will continue to develop and motivate our staff to provide excellent customer service and to review and fundamentally improve our skills and knowledge in critical areas, such as the use of information technology, marketing, communications and teamwork.

Key Commitments

For Ontario's overall economic performance against competing jurisdictions, our aim for 2000-2001 is for the province's overall growth in jobs, exports per capita and business machinery and equipment investment to surpass the performance of our competing jurisdictions.

For Employment and Business Development, our commitment is to support strong job growth in Ontario, help remove barriers to business and improve business infrastructure.

We will help co-ordinate the government's implementation of the Road Map to Prosperity, a strategy that will help the government achieve its overall vision of making Ontario the best place in North America to live, work, invest and raise a family.

Skills shortages are restricting business growth and job creation. The government is responding with a commitment to invest $130 million in the Strategic Skills Investment program. At least two calls for proposals are expected in 2000-2001. As well, we are undertaking outreach activities to foster industry partnerships with colleges, universities and other training providers.

We will promote the digital economy and encourage use of e-business solutions and their applications. By working with other ministries, we can help Ontario firms take full advantage of the latest technological advances, magnifying an already exceptional job creation climate.

Continued support and partnerships with sectors and key business clusters will allow us to identify and remove barriers to business growth and investment. For example, we will engage in discussions on global climate change to ensure that the concerns of Ontario industries are addressed in the Canadian greenhouse gas emission reduction implementation plan.

Resolving trade and investment disputes and supporting the negotiation of international and internal trade agreements will also help identify and promote the removal of barriers to business. We will investigate commercial opportunities and challenges for Ontario's services sector in the World Trade Organization trade negotiations.

We will manage sector relationships by analyzing industries and business clusters to support investment, marketing and trade initiatives, and facilitate sector and cluster development opportunities and initiatives.

We will participate with other ministries on initiatives to address recommendations in the Red Tape Commission Report through the newly-created "Building Regulatory Reform Advisory Group". The group's goal is to cut red tape, reduce costs to the construction industry, remove barriers to business, and make access to government services easier.

Ontario's largest metropolitan centres will receive our support to allow them to form key relationships, build up their capacity and identify economic development opportunities.

With our private sector co-sponsors, we will organize and host the seventh Wisdom Exchange Nov. 2-3, 2000. We will continue to work with the Innovators Alliance to support the success of leading growth firms, key job creators in the province.

Small business start-ups will get a boost with the opening of at least two new Small Business Enterprise Centres by the end of 2000-2001. This brings the total number of facilities opened under the Small Business Enterprise Centres program to 16.

The ministry Field Services organization will provide front-line consultation to Ontario's leading growth firms. By providing a value-added consulting service to these companies, we will support their growth and development, assist in removing barriers to growth and improve their ability to create jobs.

For Investment Development, we have additional resources to improve on the strong investment results achieved in 1999-2000.

Armed with $17.5 million in new funding over the next four years, we will be more aggressive in marketing Ontario as a preferred investment location in North America. This means entering new markets and expanding the corporate call program to generate more investment leads.

We will continue to market Ontario as the premier North American location to invest in with our successful fact-based, peer-driven approach to advertising. To keep Ontario "top-of-mind" with investors, we will customize material for Site Selection Consultants and key investment decision makers. We will improve our use of the Internet and enhance our website as pro-active marketing tools.

In support of this aggressive marketing campaign, we will strengthen our relationship with journalists at key foreign business publications to help spread the word of Ontario's attractive investment climate.

Our sales efforts to promote investment in Ontario will focus on corporate calls to senior executives and investment-influencers. We will continue to pursue partnership opportunities with both the private and public sectors.

We will reach out to stakeholders in Ontario to maximize partnership opportunities. This includes an enhanced Business Ambassador Program as well as selected investment activities with local economic development agencies and industry associations.

We will encourage new foreign direct investment by highlighting Ontario's competitive advantages, developing compelling business cases for investment, and providing site location services to potential investors. We will focus on identifying key issues of foreign investors and provide them with value-added investment business case support.

Ontario will be promoted to immigrant entrepreneurs as the best place to live and do business.

For Trade Development, our commitment to encourage a stronger export culture and more competitive global mindset will receive a major injection of $20 million in funding over the next four years. Our goal in 2000-2001 is to support 500 companies to develop their export capabilities, resulting in an estimated $500 million in export sales.

We will also implement a new community export development strategy, working with community partners to extend our trade and export development resources and expertise to all regions of Ontario. The new Ontario Trade Days program, which brings high-quality seminars and export learning opportunities to communities across Ontario, will be expanded with the help of strategic partners and sponsors.

Our domestic marketing and advertising campaign will be expanded to reach a wider export-capable business audience, to encourage more Small and Medium-Sized Enterprises to begin exporting or to expand into new markets. The campaign will continue to profile and celebrate success stories of Ontario businesses as powerful role models to promote growth and job creation through international trade.

We will also build on the success of the Ontario Global Traders Awards Program, launched in 1999 to recognize outstanding achievement in exporting, and reach a broader audience of business, export leaders and international business students throughout Ontario.

With a renewed emphasis on domestic export development programs, Ontario Exports Inc. will also expand its efforts in Europe, Asia and Latin America, all priority markets. We will provide trade support in strategic hubs, with on-site professional trade resources working on behalf of exporters in key foreign markets.

After a successful pilot Virtual Trade Mission between Ontario and Singapore, Ontario Exports Inc. will hold five Virtual Trade Missions this year, enabling many Ontario exporters to participate in official trade missions through cost-effective telecommunication tools. This includes familiarizing small and medium-sized businesses with the latest e-commerce and technological advances, and providing up-to-date and reliable market intelligence.

We will work with partners to launch a comprehensive, state-of-the-art Internet trade portal and web-enabled customer care centre, to introduce a new level of direct service to Ontario companies. The new export portal will allow our customers to conduct on-line transactions, to research and locate sources of financing, and to match-up with foreign buyers of Ontario products and services.

Key Performance Measures

Core Business: Ontario's Overall Economic Indicators

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Ontario's economy continues to be a leader in North America.	Strong job growth.	Job growth stronger than the average for competing jurisdictions.	Job growth will be stronger than the average of Alberta, British Columbia and Quebec, and the 8 U.S. Great Lake states.
	Strong investment performance.	Business investment stronger than other major Canadian provinces.	Investment (1999 data) in business machinery and equipment as a percentage of total GDP will be stronger than the average for Alberta, British Columbia and Quebec.
	Strong export performance.	Per capita exports stronger than competing industrial jurisdictions.	Ontario's per capita exports (1999 data) will be stronger than the average for Quebec and the 8 U.S. Great Lake States.
	Strong new company formation.	New business incorporations stronger than the previous year.	New business incorporations will exceed 1999 level.

Core Business: Employment and Business Development

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Sustain the growth of Ontario's innovative firms.	Job growth of Leading Growth Firms (LGFs) supported by the Ministry.	Increase job growth (on average) for LGFs supported by Ministry by an average of ten per cent annually.	Ten per cent growth (on average) in jobs for LGF client firms supported by Ministry over 1999 level.
Foster knowledge and skills necessary for business competitiveness.	Improved skills capacity to address business needs through innovative training strategies.	By 2005/06, 85 innovative training partnerships leveraging $370 million investment from partners.	10 new partnerships approved to bring total to 38. $35 million investment leveraged to bring total to $155 million investment by partners.
		Satisfaction of participating employers as measured through customer satisfaction survey.	Survey to measure customer satisfaction of participating employers will be conducted in 2000-01.

Core Business: Investment Development

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Ontario remains an excellent place to invest.	Level of awareness of Ontario as a preferred investment location in North America.	Awareness of Ontario as a key competitive jurisdiction in North America.	Awareness of Ontario to rank in the top third of key competitive jurisdictions in North America.
	Investment in Ontario through Ministry support.	Investment and jobs supported by Ministry staff working with prospective investors and business immigrants.	Prospective investors: • 30 business investments resulting in $375 million in investment and 3,300 jobs created or maintained.

			Business immigrants: • 600 business immigrants resulting in $75 million in investment and 2,500 jobs created or maintained.

Core Business: Trade Development

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Ontario's exports continue to grow.	Exports for small and medium-sized companies supported by Ministry to develop their export capabilities.	Increase export sales as a direct result of Ministry support by 100 per cent by the year 2000-2001, from the 1996-97 base year.	Maintain export sales supported at $500 million. Increase number of companies supported to develop their export capabilities by 39 per cent to 500.

1999-2000 Ministry Spending by Core Business - Interim Actuals*

ECONOMIC DEVELOPMENT AND TRADE

Operating **$94M**
365 Staff

EMPLOYMENT AND BUSINESS DEVELOPMENT

Operating **$36M**
114 Staff

- Innovation and Entrepreneurship
- Manage Sector Relationships
- Promote the Removal of Barriers to Business
- Advise on Business Issues and Lead Economic Development and Trade Policy Across Government
- Urban Economic Development

INVESTMENT DEVELOPMENT

Operating **$26M**
79 Staff

- Investment Marketing
- Foreign Direct Investment Sales & Services
- Domestic Investment Account Management
- Business Immigration Services

TRADE DEVELOPMENT

Operating **$11M**
60 Staff

- Export Advocacy
- Export Marketing and Development
- Export Promotion

WIND-DOWN OF TERMINATED FINANCIAL ASSISTANCE

Operating **$10M**
12 Staff

- Terminated Financial Assistance to Business
- Manage Industrial Parks

MAIN OFFICE/INTERNAL ADMINISTRATION

Operating **$11M**
100 Staff

- Internal Administration

*PSAB Basis

Notes: Staff numbers are full-time equivalents.
The Ministry provides internal administrative support services to the Ministry of Tourism and the Ministry of Intergovernmental Affairs. The Ministry also provides field services to the Ministry of Tourism.

2000-2001 Ministry Approved Allocations by Core Business Plan*

ECONOMIC DEVELOPMENT AND TRADE

Operating	**$99M** **380 Staff**

EMPLOYMENT AND BUSINESS DEVELOPMENT

Operating	**$37M** **128 Staff**

- Innovation and Entrepreneurship
- Manage Sector Relationships and Business Clusters
- Promote Removal of Barriers to Business
- Advise on Business Issues and Lead Economic Development and Trade Policy Across Government
- Urban Economic Development

INVESTMENT DEVELOPMENT

Operating	**$29M** **80 Staff**

- Investment Marketing and Sales
- Investment Services

TRADE DEVELOPMENT

Operating	**$13M** **60 Staff**

- International Export Market Development
- Domestic Export Awareness and Skills Development

WIND-DOWN OF TERMINATED FINANCIAL ASSISTANCE

Operating	**$8M** **5 Staff**

- Terminated Financial Assistance

MAIN OFFICE/INTERNAL ADMINISTRATION

Operating	**$12M** **107 Staff**

- Internal Administration

*PSAB Basis

Notes: Staff numbers are full-time equivalents.
The Ministry provides internal administrative support services to the Ministry of Tourism and the Ministry of Intergovernmental Affairs. The Ministry also provides field services to the Ministry of Tourism.

Who To Call

Questions or comments about the ministry's business plan are welcomed.

Visit www.ontario-canada.com or call our public inquiries staff at (416) 325-6666.

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MINISTRY OF EDUCATION

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Janet Ecker

The Ministry of Education continues to be engaged in the most ambitious reform of the public education system ever undertaken in Ontario.

Our goal is to ensure that Ontarians enjoy the very best quality of education available in this country so that students graduate from high school fully prepared for post-secondary study or for work.

The goals of our education reforms have been straightforward and clear. We have focussed on carrying out improvements in three basic areas: education quality, classroom funding, and accountability to students, parents and taxpayers.

Since 1995, our government has pursued this ambitious plan and has made significant progress. Through a new, more challenging curriculum, backed by regular, standards-based assessments of skills, our reforms have put a clear focus on teaching and learning. We have ensured fair funding for every student, based on enrolment and students' needs, rather than on the tax base of local communities. We have defined, protected and increased classroom spending.

As this business plan reports, we made major improvements to the education system in 1999-2000. These included an increase in classroom funding, the beginning phase of the new, rigorous high school curriculum, the provision of key supports for teachers and students adjusting to this new curriculum, and the phasing in of the new high school report card. We also introduced the first province-wide assessment for Grade 6 students, made a major new commitment to support special education in Ontario, and created better opportunities for parents to play a more meaningful role in the education system.

We also anticipate exciting new endeavours in the year ahead: developing the teacher testing program, launching the new province-wide Code of Conduct, implementing the rigorous new high school curriculum, giving a more meaningful role to school councils and meeting the needs of Ontario's students with special needs, are among our priorities for 2000-2001.

We have the challenging, rewarding, exciting and essential task of serving the young people of Ontario. We encourage them to strive for excellence and we owe them nothing less than our own excellent, thoughtful, and co-ordinated efforts to nurture and improve Ontario's education system.

I look forward to the year ahead.

Best wishes to all students, parents, teachers and administrators.

Sincerely,

The Honourable Janet Ecker
Minister of Education

Ministry Vision

The Ministry of Education's vision is to offer Ontario students the best education in Canada. Ontario's public education system will strive for excellence in the following ways:

Students will have access to a top quality education characterized by high standards, clearly stated expectations and frequent, straightforward evaluation;

- Students will have the right to learn in a safe and disciplined environment;
- The school system will prepare students for higher education, for entering the workforce and for assuming the full responsibilities of citizenship;
- Teachers will have full opportunities to be the best qualified and the most highly skilled in Canada; and
- Parents will have a strong voice in the education of their children.

Core Businesses

The Ministry's core business is to foster a high-quality publicly-funded education system that gives all students the knowledge, skills and confidence, they need to contribute to, compete in and succeed in a rapidly changing society within the global economy.

The Ministry provides leadership and sets the direction for education policy in elementary and secondary schools in a number of ways. For example, it:

- develops province-wide curriculum;
- sets provincial standards for student achievement;
- sets policies for principals and other school board officials, and provides for the election of trustees;
- sets requirements for student diplomas and certificates;
- makes regulations that govern the school year and holidays, the organization of schools and school boards, and the duties of teachers and school board officials; and
- distributes funds allocated by the provincial legislature to assist school boards with the operation of schools.

The Ministry provides funding to school boards using a student-focussed funding model. In addition, the Ministry is committed to increasing accountability to students and taxpayers by ensuring that the quality, and effectiveness of the education system are measured and publicly reported to ensure continuous improvement.

Annual Report on Key Achievements for 1999-2000

In the past year, the Ministry continued to improve the quality, accountability and rigour of Ontario's education system and to reinvest savings from administration into the classroom to promote learning. In its report *The Road Ahead IV, A report on Improving Schools through greater accountability*, the Education Improvement Commission highlighted this trend.

Phasing in the new high school curriculum

The Grade 9 class of 1999-2000 embarked on the first year of the new four-year high school program that brings the length of Ontario's secondary school program in line with other Canadian jurisdictions. In the 1998--1999 school year, the Ministry released the new high school curriculum for Grades 9 and 10. In June of 2000, the new curriculum for Grades 11 and 12 was released, more than a year before it will be implemented in Grade 11 classrooms and more than two years before it will be used in Grade 12. The implementation program for the new curriculum includes funding of $270 million toward teacher training and support materials.

The new curriculum places an increased emphasis on math, science and language. As well, it builds on the new rigorous curriculum for Grades 1-8 now being used in all Ontario elementary schools. The rigorous new curriculum outlines clear expectations of what students should be learning, so that parents can be confident that their children have received a relevant and well-rounded education by the time they graduate from high school. The high school graduating class of 2003 will be the first to have a fully integrated, standard curriculum for all grades.

Support for Teachers and Students

A number of supports were put in place to help teachers and students adapt to the new curriculum. In 1999 – 2000, $30 million was spent on new textbooks for Grade 9. Another support comes in the form of an electronic curriculum planner. Initially made available to teachers in the fall of 1999, the electronic curriculum planner contains all the data and advice needed to develop lesson plans in conformity with new curriculum standards. The electronic curriculum planner was in place in 1999 – 2000 for teachers of Kindergarten through Grade 9. Teachers also receive support by attending summer institutes (which, essentially, are three-day training seminars) developed by the Ontario Teachers' Federation, in partnership with the Ministry of Education. In 1999 – 2000, about 4,000 elementary and secondary school teachers took part in some 65 summer institutes. The province also provided extra funding to school boards to offer summer school programs to better prepare Grade 8 students entering Grade 9. In addition, the province is working with school boards to expand and strengthen remedial programs in Grade 7 to 9.

Phasing in the new report card

Previously, the Ministry introduced a new, standard report card for elementary students across Ontario. In 1999 -- 2000, the Ministry also launched a new report card for Grade 9 students. It provides parents with clear and consistent information about exactly how well their children are performing in school. The Ministry plans to expand this process to include the use of the new report card in the other high school grades.

Province-wide assessments

Province-wide testing for Grade 3 students is already in place, and in 1999 -- 2000 the testing was extended to include Grade 6 students. All boards are required to release school-by-school results to their communities by December 1, 2000. The 1998 – 1999 test results showed a 13 percentage point increase in the number of Grade 3 English students achieving the provincial standard in math and a 4 percentage point increase in the number of Grade 3 French students achieving the provincial standard. Both Grade 3 English and French reading results were similar to 1997-1998; there was a 10 percentage point increase in French writing results. The 1998-1999 results for Grade 6 students indicated that 48 per cent of Ontario English-language students met or exceeded provincial standards in reading and in writing, and that 46 per cent met or exceeded the standards in math.

Special Education

Parents of students with special needs want to know that their children will receive the right supports and services. They have asked the government to do a better job of ensuring that their children get the supports they need to receive a quality education. They have expressed frustration about not having a decision-making role in arranging for their children's special education needs.

Accordingly, in January, 2000, the Minister announced a new, three-year program to improve accountability and introduce quality standards for special education in Ontario.

In 1999 – 2000, the Ministry provided more than $1.2 billion in protected funding for special education, more than ever before in Ontario's history. This represented an increase of $32.5 million over the previous year.

To ensure greater accountability and quality standards, the Ministry promised that it would:

- set standards for individual education plans and school boards' overall special education programs, and start monitoring individual education plans in the fall of 2000;
- set province-wide criteria for special education programs, which will be ready for the first time in 2001; and
- make it easier for parents to gain access to a coordinated web of social, health, educational, speech-language, and psychological services for children with special needs. The Ministry of Education will continue to work with parents, other Ontario government ministries and education partners to ensure that these services remain effectively coordinated.

Charter of Education Rights and Responsibilities

The new *Charter of Education Rights and Responsibilities* clearly spells out what students, teachers and parents need to do in order to produce excellence in education. It also defines the rights they can expect the government to protect. The government continued to work on developing a Code of Conduct in 1999 – 2000. See the *Commitments* section, following, for details on the progress of the Code in 2000 – 2001.

Safe Arrival Programs

All Ontario elementary schools were asked to have safe arrivals programs in place for the beginning of the 1999 -- 2000 school year. The aim of the program is to account for any student's unexplained absence from school.

Passport to Prosperity Initiative

This new Ontario initiative, developed in cooperation with the Provincial Partnership Council, encourages employers to offer high school students workplace experiences such as co-operative education and job shadowing. As part of the new high school program, school boards have to offer school-work programs to interested students and expand co-operative education. Passport to Prosperity helps school boards work with employers so that all interested high school students have the opportunity to learn through hands-on training.

Parental Involvement

No one person or institution alone is responsible for the educational successes of our children. The Ministry of Education recognizes that it is joined by many other key players in the system, including teachers, principals, board officials, parents, and the students themselves. The Ministry remains entirely committed to supporting school councils and direct parental involvement in the school system.

In 1999 – 2000, the Ministry launched a public consultation process by releasing a background discussion paper on school councils and by sharing it in public meetings and through its website. The Minister then followed up on the discussion paper by asking David Young, who was her Parliamentary Assistant at the time, to carry out an intense consultation with school councils and to report back on what school councils want, and how the Ministry can help them attain their goals. Mr. Young met with more than 700 parent representatives from 72 school boards across the province. He provided the results of this review and his advice to the Minister early in 2000.

Key Commitments and Strategies for 2000-2001

As part of its business planning process, the Ministry of Education has made a number of commitments for 2000 – 2001. They reinforce the Ministry's overall goal of building an educational system that continually strives for excellence.

Here are the key initiatives that the Ministry will undertake over the next year.

Higher Education Standards

The Ministry will continue to phase in the new four-year high school program and a rigorous new curriculum that puts an increased emphasis on math, language and science. The new program requires students to complete two more compulsory credits to graduate, work with a teacher-adviser to prepare an annual education plan and complete at least 40 hours of community involvement. The 1999 -- 2000 Grade 9 class is the first to follow the new curriculum. These students will be the graduating class of 2003 - the first to follow the new curriculum throughout their high school careers.

Measuring Student Achievement

In the government's first mandate, the Ministry introduced standard, province-wide tests in the core subjects of math and language in Grades 3 and 6. This was intended to give teachers and parents clear information on how well students are learning and how their results compare to those of students in other schools and jurisdictions. The Ministry will continue to work toward its goal of developing standardized tests for every grade. A Grade 9 province-wide math test has already been introduced. In 2000-2001, the Ministry will also introduce the Ontario Secondary School Literacy Test to all Ontario Grade 10 students. As of the 2001-2002 school year, all students must pass the literacy test in order to graduate. This two-step approach will allow school boards to develop the most appropriate supports for students who need further help.

Education Funding

Education funding in 2000-2001 will continue to provide the resources for quality education, reaching a total of more than $13.5 billion. This means that total classroom spending has increased by an estimated $700 million over 1997.

In the May 2, 2000 Budget, a number of investments were announced to ensure that children and young people have access to high quality education in safe environments. The announcements include:

- $70 million annually to improve the reading skills of students from Junior Kindergarten to Grade 3; and
- $4 million to train assessors to test and identify young Francophone students with learning disabilities.

The government has listened carefully to what our education partners, including parents, students, teachers and taxpayers, have told us needs to be done. That means continuing to focus on teaching and learning in the classroom. It means making necessary adjustments to funding and making new investments to improve the quality of education in priority areas.

To ensure that students and teachers receive the support they need as the new curriculum is implemented, the Ministry will continue with the second year of a two-year $150 million commitment to buy new textbooks, develop teacher training and professional resources, and provide extra support for students.

With student-focussed funding introduced by the government in its first mandate, education funding is now based on enrolment and students' needs rather than on the local community's wealth.

The Ministry will also continue to emphasize the elimination of waste and duplication in areas outside the classroom, such as in the costs of administration and in unnecessary bureaucracy.

As part of an ongoing refinement of the student-focussed funding model, the Ministry will review some aspects of the model, such as the Intensive Support component of the Special Education Grant, student transportation, funding for French-language boards, and grants for learning opportunities and for boards in remote and rural areas.

Parents and taxpayers should be able to see clearly how their education dollars are being spent. Therefore, the Ministry will strengthen its audit process to make sure the information used to allocate funds to school boards is accurate. It will also streamline the collection of financial information from school boards, and develop a financial reporting framework that includes board financial reports and a provincial report on school board spending.

Special Education

The May 2, 2000 provincial Budget announced a $140-million increase in funding for special education in the 2000 – 2001 school year.

The Ministry's new student-focussed approach to funding provides protected funding for special education --- funding that school boards may use only for special education programs and services. This is intended to ensure that students with special needs are given the opportunity to reach their educational potential.

This year, the Ministry will strengthen accountability for special education programming by monitoring, at each board, a representative sample of students' Individual Education Plans to ensure that they consistently and accurately describe the programs and services that students receive.

The Ministry will develop standards for school boards' special education plans and for students' Individual Education Plans to ensure high quality programs and services across the province. The Ministry will also begin to develop program standards by defining program models, setting out assessment and teaching practices, and clarifying student outcomes.

New Funding for Literacy and Math Skills

The Ministry will spend $25 million to help up to 80,000 students in Grades 7-10 get extra help in reading, writing and math. The funding will provide support for remediation programs so students can improve their skills in these key areas. The additional programs will be offered before and after school and on weekends over the course of the regular school year, and in summer school.

The focus on literacy and math skills is being augmented by an investment of $64 million in the teacher-adviser program. Each student's teacher adviser provides an important support to students and parents in making decisions about each student's education and long-term goals.

The remediation and teacher-adviser funding is part of the $190 million increase in student-focussed funding for the 2000-2001 school year.

Testing Teachers

Ontario has many excellent teachers. An integral part of maintaining high standards is making sure that teachers maintain their certification by having up-to-date skills, knowledge and training. To do this, we will require teachers to participate in a teacher testing program.

In May 2000, the Ministry announced the new Ontario Teacher Testing Program. This program will strengthen teacher education and training through a series of initiatives that support both new and established teachers. The program, which will be implemented in stages starting in June, 2000, includes three key components.

First, all teachers will have to be re-certified every five years to ensure they are up-to-date in their knowledge, skills and training. To be re-certified, teachers will be required to successfully complete a number of required courses, including written tests and other assessments.

Second, all new teachers will have to take and pass a qualifying test, similar to a bar exam for lawyers, for initial certification by the Ontario College of Teachers. This will ensure they know their curriculum subjects and have adequate teaching skills and methods. In addition, the Ministry will design an induction program where all new teachers can get coaching and support from more experienced colleagues, to ensure they get off to a strong start at the beginning of their careers.

Third, the government will establish new, province-wide standards to ensure that the way principals and school boards evaluate teachers is consistent across the province. A new certification review process will determine if teachers who are not meeting the standards should have their certification removed. Under the new standards, parents and students will also be given an opportunity to be involved in teacher assessment.

In addition, all new teachers trained in a language other than English or French, will have to pass an oral and written language proficiency test to ensure they can teach in either English or French.

Education Accountability Act

On May 10, 2000, the Minister introduced the *Education Accountability Act* which would, if passed by the Legislature, amend Ontario's *Education Act* to ensure that school boards:

- meet the provincial standards, set two years ago, for the amount of time secondary teachers spend performing key teaching duties; and
- meet other province-wide standards and fulfil their legal, educational and financial responsibilities.

Lower Class Sizes

These amendments to the *Education Act*, if passed by the Legislature, would also lower class sizes in Ontario schools. The amendments would set a maximum average school board class size of 24 pupils per teacher for Junior Kindergarten to Grade 3, and an overall maximum average class size for all elementary classes (JK to 8) of 24.5 pupils to each teacher. The maximum average class size for high school will be lowered to 21 pupils per teacher. All these new class size standards will be effective September 2000.

The 2000 Budget provided for annual funding of $101 million to reduce average elementary school class sizes. Later the same month, the Minister of Education announced that the government was committing another $162 million in the 2000-01 school year to lower average class sizes in secondary schools.

Strengthening Accountability

Accountability Provisions of Proposed Changes to the Education Act

Government, schools boards and teachers are expected to be accountable and to act responsibly to improve the quality of education for Ontario students. In the final report of its review of Ontario's 72 district school boards, released on April 13, 2000, the Education Improvement Commission highlighted the need to increase the education system's accountability for student achievement.

To secure the improvements already achieved, and to ensure continued progress to quality education, the government has introduced amendments to the *Education Act* to enhance the province's authority to uphold education standards. If passed by the Legislature, these amendments would give the province the authority to intervene in the interests of the students if a school board is not meeting its legal and educational responsibilities.

If passed by the Legislature, the amendments would give the Education Minister the authority to direct an investigation into the affairs of a school board if there are concerns that the board is not in compliance with provincial standards or with laws relating to class size, instructional time, co-instructional activities, remuneration for trustees, the use of funding envelopes, or in meeting new curriculum standards.

If the investigation determines that standards are not being met, the Minister would have the authority to direct the school board to correct any non-compliance. Failure to comply with such a directive would lead to the Minister taking over the operation of the board until the problems were resolved.

Parents as Active Partners in Education

Parents have the right and the responsibility to know how their children are doing in school, and to actively participate in the education system. To encourage the involvement of parents, the Ministry will continue to support the role of school councils. For example, a unique partnership with TVOntario has paved the way for the 4,800 school councils in Ontario to communicate with each other via the television network's website.

Following up on the consultation it held in 1999 - 2000, the Ministry will continue to work to improve the effectiveness of school councils. And, to make it easier for parents to evaluate the performance of their school board and school, web-based district school board profiles will be developed.

School Boards

In its first mandate, the government significantly streamlined the education system, reducing the number of school boards from 129 to 72 district boards. It also reduced the number of school board trustees by two-thirds, from approximately 1,900 to about 700.

In preparation for the 2000 municipal elections, the Ministry will adjust school board boundaries to reflect municipal restructuring and will make adjustments to the regulation for trustee determination and distribution. This will make for a more effective and efficient election process.

To strengthen school board accountability, the Ministry will enhance the School Facilities Inventory System and monitor boards for best practices regarding pupil accommodation, transportation and co-operative services.

The Ministry is also committed to responding to the final report of the Education Improvement Commission's review of district school boards. The Ministry will use the report's findings to help develop new strategies for excellence and improvement to the education system.

Respect and Responsibility

Code of Conduct for Students

To ensure that students can learn and teachers can teach, we must be able to provide a school environment that is safe, secure, and respectful. To make schools places of safety that encourage intellectual and creative stimulation, this year the government released a province-wide Code of Conduct for students.

The Code of Conduct sets standards for behaviour and spells out the consequences for breaking the rules. For example, it makes expulsion automatic for students who bring weapons to school, provide drugs or alcohol to others, or commit criminal assault. Suspension will be the minimum penalty for possessing drugs or alcohol, for threatening or swearing at teachers and for vandalism. The Code of Conduct makes it clear to students the behaviour that is expected of them.

In May of 2000, the Minister introduced the *Safe Schools Act*, legislation that would give authority to the Code of Conduct and allow the government to proceed with other plans to make schools safer. The Bill was passed by the Legislature in June.

Staged implementation will begin this fall. In addition to giving authority to the new provincial Code of Conduct, the *Safe Schools Act* allows the government to proceed with plans to:

- Give teachers the authority to suspend students for one school day;
- Give school principals the authority to expel students from their school for up to one school year;
- Give parents or guardians the right to request a review and/or an appeal of an expulsion;
- Set mandatory requirements for students who have been expelled to attend a strict discipline or equivalent program in order to re-enter the regular school system;
- Require that school boards provide programs for suspended students;
- Allow a majority of parents at any school to decide on a dress code or a uniform for their children;
- Allow for criminal background checks to anyone working in a school and give principals the authority to deny access to anyone who poses a threat to school safety; and
- Require that the opening or closing exercises in schools include the singing of *O Canada* and may include the recitation of a pledge of citizenship.

Key Performance Measures

Ministry of Education Core Business: Elementary/Secondary Education

The primary goal of Ontario's elementary and secondary education system is to ensure that all students have the skills and knowledge they need to lead fulfilling lives and to compete and succeed in a competitive global economy. Progress towards achievement of that objective is measured by the percentage of students who meet established standards on provincial, national and international standardized tests.

Attaining student performance targets requires the cooperation and coordination of efforts by the Ministry and its education partners, including the Education Quality Accountability Office [EQAO], the Ontario College of Teachers, board and school administrators, teachers and support staff. Student performance is affected by many factors both within and outside of the education system, including broader society influences such as community values, student values and the influence of parents. No one of these partners or influences can be held solely accountable for student achievement.

There will be continual year-over-year [or test-over-test] improvement in student performance on provincial, national and international tests. By the end of 2000-2001, the Ministry, working with its delivery partners, will establish the target for the percentage of students who will reach Level 3 on EQAO tests.

RESULTS ON EQAO 1999 GRADE 3 TEST, LEVEL 3 OR ABOVE ON A FOUR-POINT SCALE.

English-language schools:
- Reading: 44%
- Mathematics: 56%
- Writing: 51%

French-language schools:
- Reading: 42%
- Mathematics: 39%
- Writing: 52%

RESULTS ON EQAO 1999 GRADE 6 TEST, LEVEL 3 OR ABOVE ON A FOUR-POINT SCALE.

English-language schools:
- Reading: 48%
- Mathematics: 46%
- Writing: 48%

French-language schools:
- Reading: 59%
- Mathematics: 55%
- Writing: 58%

RESULTS OF 1995 THIRD INTERNATIONAL MATHS AND SCIENCE STUDY [TIMSS] MATHEMATICS

Grades 7/8:
- Ontario: 54% *
- Canada: 59%

RESULTS OF 1995 THIRD INTERNATIONAL MATHS AND SCIENCE STUDY [TIMSS] SCIENCE

Grades 7/8:
- Ontario: 56%*
- Canada: 59%

The Ministry contributes to improving student test results by setting curriculum standards, preparing resource materials, providing curriculum training to teachers, and providing programs and supports for students with special needs.

Measure	Standard/Target	2000-2001 Commitments
Elementary/Secondary Curriculum Quality: The quality of new Ministry curriculum and related curriculum support material, as measured by its rigour, relevance and completeness against national and international standards.	Curriculum will meet or exceed appropriate national and international standards such as: • the International Baccalaureate and the pan-Canadian curriculum standards and • apprenticeship and other workplace training entrance requirements, e.g. sector councils.	• Curriculum for Grades 11 and 12 will be issued, along with curriculum support materials, such as textbooks. • Ministry curriculum will be reviewed and benchmarked by external curriculum experts against the International Baccalaureate, pan-Canadian curriculum standards, and select provincial curricula on a regular basis, and results reported.
Special Needs Students: Percentage of students with special needs provided with a range of programs and services that will enable them to develop to their full potential.	100% of students with special needs have appropriate programs as set out in Individual Education Plans (IEPs). 60-80% of school board INDIVIDUAL EDUCATION PLAN audits meet Ministry standards. Assessment-to-assessment improvement in client satisfaction with special education programs and services (target to be reviewed once baselines established).	• New special education funding approach approved. • Standards for Individual Education and Special Education Plans developed. • Phase I of Program Standards for four of 12 exceptionalities will be completed. • Draft coordinated services strategies developed.

A second key goal of the educational system is to ensure that teachers have the skills and knowledge required to teach the new curriculum effectively and to enhance student learning. Establishing provincial standards for teaching practice is a priority.

Assuring teaching quality requires the active support of the Ontario College of Teachers, the Faculties of Education, school boards, principals and teachers themselves.

Over time, all practising teachers will meet established standards and parents, students and employers will be satisfied with the quality of teachers and mechanisms in place to ensure quality is sustained.

The Ministry contributes to ensuring that practising teachers achieve and maintain requisite skills and knowledge by setting direction/standards for teaching qualifications, professional development and practice. The Ministry also provides opportunities for teacher training and professional development.

Measure	Standard/Target	2000-2001 Commitments
Teacher Professional Development: Percentage of practising teachers who complete mandatory professional learning.	100% of practising teachers will complete mandatory professional learning over a five-year cycle.	• Complete policy development and approval and begin first phase of implementation of teacher testing program. • Baselines will be established for the percentage of teachers who have completed identified training, by board and by school, as the basis for future improvement.

The Ministry contributes to ensuring that practising teachers achieve and maintain requisite skills and knowledge by setting direction/standards for teaching qualifications, professional development and practice. The Ministry also provides opportunities for teacher training and professional development.

Measure	Standard/Target	2000-2001 Commitments
Enhanced Ministry-Funded Training for Curriculum Implementation: Percentage of eligible teachers and other educators participating in Ministry-funded training for curriculum implementation.	10% year-over-year increase in participation rate of eligible educators. Target to be re-assessed for 2001.	Teacher/days [number of teachers times number of days] for School Implementation Team [SIT] training in curriculum implementation: • Elementary 36,000 • Secondary 42,000 • Total 78,000 Participants in discipline-specific training, with a focus on Grades 9 and 10: • Total 4,000 Participants in Ontario Teachers' Federation Summer Institutes for elementary and secondary teachers. • Elementary 2,400 • Secondary 2,400 • Total 4,800

A third key goal of the system is to ensure that education funds are focussed on the classroom and allocated fairly.

The Ministry contributes to this goal by setting funding policy and formula allocations, and ensuring that Boards comply with these requirements through regular reporting.

Performance Measure	Standard/Target	2000-2001 Commitment

Class Size: The percentage of school boards that provide students with the individual instruction they need--thereby improving their ability to learn and to succeed--as measured by average class size.	• Reduce average class sizes to:
	  • 24.5 for Junior Kindergarten to Grade 8 [Junior Kindergarten to Grade 3 will have an even lower average class size, 24 pupils.]
	  • 21 for secondary schools
		• Report on the percentage of boards which are in compliance with Ministry established class size limits.

Classroom Focussed Funding: A reformed, streamlined elementary/ secondary school system with classroom-focussed resources that are fairly allocated, as measured by the percentage of total spending spent in the classroom as compared to 1997.	By 2000-2001, classroom spending will increase from 61% [in 1997] to 64% of school board spending.	Target will be achieved.

Performance Measure	Standard/Target	2000-2001 Commitment
Capital: The capacity of Ontario's schools to accommodate students in "permanent" classrooms.	Additional permanent classrooms for 168,000 students will be constructed by the end of 2004-2005, the equivalent of 256 new schools. As of March, 1999, there were places in "permanent" classrooms for about 2,100,000 students: • about 1,400,000 in elementary schools and • about 700,000 in secondary schools.	The number of projects launched during 2000-2001 will: • create about 34,000 student places • have a construction value of about $400M.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Education

Operating	$8,091 million*
Capital	$54 million
	1,410 staff**

* excludes Teachers' Pension Plan

Elementary/Secondary Education

Operating	$8,073 million***
Capital	$54 million
	1,217 staff

-- elementary and secondary policy and program delivery
-- educational institutions
-- support for elementary and secondary schools

** includes 796 staff in Provincial Schools
*** excludes local revenues provided to school boards

Internal Administration

Operating	$18 million
	193 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of Education

Operating	$8,026 million*
Capital	$5 million
	1,480 staff**

* excludes Teachers' Pension Plan

Elementary/Secondary Education

Operating	$8,007 million***
Capital	$5 million
	1,277 staff

-- elementary and secondary policy and program delivery
-- educational institutions
-- support for elementary and secondary schools

** includes 796 staff in Provincial Schools
*** excludes local revenues provided to school boards

Internal Administration

Operating	$19 million
	203 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

Who to Call

Questions or comments about the ministry's business plan are welcomed. Visit ww.edu.gov.on.ca or call public inquiries staff at:

- (416) 325-2929
- Toll-free 1-800-387-5514
- TTY/TDD 1-800-263-2892

For information about specific areas call:

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Marie-Lison Fougère (French)	Marie-Lison.Fougere@edu.gov.on.ca (416) 327-9072 fax: 325-2156
• Code of Conduct	
Aryeh Gitterman	Aryeh.Gitterman@edu.gov.on.ca (416) 325-2390 fax: 325-2664
• Education Finance	
Nancy Naylor	Nancy.Naylor@edu.gov.on.ca (416) 325-2828 fax: 325-6370
• Instructional time	
Peter Baker	Peter.Baker@edu.gov.on.ca (416) 327-9057 fax: 325-9252
• Ontario College of Teachers	
Aryeh Gitterman	Aryeh.Gitterman@edu.gov.on.ca (416) 325-2390 fax: 325-2664
• Special Education	
Aryeh Gitterman	Aryeh.Gitterman@edu.gov.on.ca (416) 325-2390 fax: 325-2664
• Secondary School Reform	
Grant Clarke	Grant.Clarke@edu.gov.on.ca (416) 325-2518 fax: 325-2552
• School Councils	
Aryeh Gitterman	Aryeh.Gitterman@edu.gov.on.ca (416) 325-2390 fax: 325-2664
• Teacher Testing	
Aryeh Gitterman	Aryeh.Gitterman@edu.gov.on.ca (416) 325-2390 fax: 325-2664

MINISTRY OF ENERGY, SCIENCE AND TECHNOLOGY

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Jim Wilson

At the Ministry of Energy, Science and Technology, we are committed to building a recession-proof economy through investment in innovation, research and new technology, and in creating a competitive energy sector which is economically and environmentally sustainable.

Moving to a competitive market will modernize electricity generation, transmission and distribution, offer choice to consumers, create a cleaner environment, and provide investment opportunities, jobs and growth for Ontario.

Consumers will be able, for the first time, to choose their own electricity provider. Customers will finally be in the driver's seat, able to choose alternate power sources, new and innovative services, and shop for the best price. The government has also put in place strict emissions limits and reporting requirements for electricity generators. To further protect consumers, all electricity marketers and natural gas marketers to residential customers must have approved licences from the Ontario Energy Board.

As Minister of Energy, Science and Technology, I was pleased with the resounding support for science and technology, research and development shown in Ontario's Budget 2000. Research, development of new technologies and innovation are key to job creation and Ontario's long term economic health as two out of three new jobs are created in the high tech sector. In order to compete for global investment, we must make the transition from the old cyclical economy to the new knowledge-based economy to help recession-proof our province.

We must promote research excellence in order to take advantage of the economic growth that stems from applying innovation. And by supporting research, we are making sure that our best and brightest remain in Ontario, turning the brain drain into a brain gain.

Jim Wilson

The Honourable Jim Wilson
Minister of Energy, Science and Technology

Ministry Vision

The Ministry of Energy, Science and Technology envisions a province where all Ontarians will benefit from innovation, and scientific and technological advancement, and from a competitive energy sector which is economically and environmentally sustainable.

Core Businesses

The Ministry of Energy, Science and Technology has two core businesses: Energy, and Science and Technology.

Energy

Energy's core business consists of energy policy leadership and the Ontario Energy Board.

- Energy's core business is to promote an efficient energy sector while protecting consumers and achieving competitive energy markets in Ontario, as well as ensuring a safe and reliable energy supply and an environmentally sustainable energy industry.
- With the passage of the *Energy Competition Act, 1998*, the ministry has continued to move forward in its timetable to restructure Ontario's electricity system. A key goal has been to set energy policy within which the Ontario Energy Board (OEB) ensures benefits to consumers through its regulatory and licensing roles for natural gas and electricity.
- As a competitive market will depend on new companies generating and selling electricity to Ontario consumers, the ministry is encouraging new investment in the energy sector and the development of alternate energy technologies in order to provide a choice of environmentally superior energy supplies, and to reduce the environmental impact of energy use.

- Expected benefits of a competitive electricity market include competitive rates for consumers as well as choice of electricity provider, more investment opportunities in the generation and retailing of electricity, increased job creation and improved air quality. So far, more than $3.2 billion worth of proposed investment in new generation has been announced by companies which plan to compete in Ontario's new electricity market. All of these projects propose to use cleaner alternative power sources.

Ontario Energy Board

- As an agency of the ministry, the Ontario Energy Board (OEB) is an economic regulator with regulatory oversight of natural gas and electricity matters in the province.

- The OEB has been given an expanded consumer protection role in the growing energy marketplace. As of March 1, 2000, all agents, brokers and retailers of electricity must obtain a licence from the OEB. All agents, brokers and marketers of natural gas have been required to be licensed by the OEB since March 1, 1999. As well, the Board has instituted codes of conduct for energy marketers and retailers and has put in place a complaints resolution process for consumers. For energy marketers or retailers that do not abide by the codes of conduct, the OEB can suspend or revoke their licences.

- The Board is responsible for regulating natural gas and electric utilities including setting reasonable rates. The Board is in the process of establishing performance based regulation that will encourage the industry to achieve productivity improvements to the benefit of customers.

- The Board issues licences and codes to all electricity market participants to authorize their participation in the market. The licensing regime is a light-handed form of regulation and provides certainty to market participants and facilitates the development of a competitive market in the supply of electricity.

Science and Technology

Research, development of new technologies and innovation are key contributors to job creation and this province's economic health. Science and Technology's core business is to encourage a stronger infrastructure to support innovation in a variety of ways including research and the adoption of new technology by people and business.

- Science and Technology (S&T) provides leadership to strategically coordinate S&T activities across government and to develop policies that support innovation. This includes working with internal and external groups such as the new Ontario Science and Innovation Council.

- The ministry promotes partnerships to build an infrastructure that supports innovation by investing in research through the Premier's Research Excellence Awards, the Ontario Research and Development Challenge Fund, and the Ontario Research and Innovation Optical Network.

- Science and Technology contributes to innovation by strengthening links between basic research, and the development of new technology and products through to commercialization. The Ontario Centres of Excellence and Biotechnology Commercialization Centre Fund support technology transfer from research labs to industry to ensure Ontario reaps the benefits of new jobs and a stronger economy.

- Science and Technology promotes development and use of strategic technologies to ensure the province will be a world leader in the new economy. Ministry programs stimulate development of clusters in biotechnology and digital multimedia industries. The ministry also supports and encourages adoption of new technologies and applications through Connect Ontario which will help communities to provide new electronic services to residents and businesses.

- Science and Technology markets innovation to a new generation by encouraging students to consider careers in science and engineering and by celebrating successes and showcasing Ontario's scientific and research talent.

Annual Report on Key Achievements for 1999-2000

Energy

The ministry developed and implemented key regulations of the *Energy Competition Act, 1998,* and established the rules for the independent operation of Ontario Hydro's successor corporations. These corporations were established April 1, 1999, and include Ontario Power Generation (OPG), Ontario Hydro Services Company (OHSC), the Independent Electricity Market Operator (IMO), Ontario Electricity Financial Corporation (OEFC) and the Electrical Safety Authority (ESA).

A Market Oversight Committee was established in January, 2000, to coordinate and monitor activities leading to the opening of Ontario's competitive electricity market. The committee is made up of members from the ministry, the Ontario Energy Board (OEB), the Independent Electricity Market Operator (IMO) and the Municipal Electric Association.

The electricity price freeze was maintained in 1999. To further benefit home energy users in Ontario and strengthen consumer protection, all companies selling natural gas and electricity to residential customers are required to obtain licences from the OEB. Licensed retailers must also adhere to codes of conduct, and a complaints resolution process has been put in place for consumers.

In order to keep consumers informed of upcoming changes in the electricity sector, the ministry launched an extensive consumer education campaign in February, 2000. Ads were placed in 43 dailies and 157 community newspapers, and carried on 119 radio stations province-wide.

This advertising campaign was backed up with brochures and fact sheets distributed through the ministry call centre, government information counters and shopping centre information kiosks.

For industry stakeholders, the ministry prepared six issues in 1999 of its newsletter, Power Switch, and delivered four education workshops in November and December, 1999, on the changes facing local municipal utilities in a new marketplace.

The ministry completed the first phase of an environmental disclosure regulation designed to raise consumer awareness of clean, alternative power options. All retailers offering environmentally-friendly power must provide an electricity facts label showing the exact mix of energy sources used to produce their electricity. This will assist consumers in comparing and selecting electricity retailers in a competitive market.

The ministry continued to promote new investment in alternative power in the energy sector, particularly for environmentally benign sources such as wind energy and combined cycle gas generation.

As well, the ministry worked with the Ministry of the Environment to put environmental protection measures in place which require generating facilities to monitor and report on their air emissions. Regulations to cap emissions from Ontario Power Generation stations and set performance standards for all generators selling in the Ontario market have been announced.

Science and Technology

Science and Technology provides leadership for and policy co-ordination of S&T activities across government through internal and external committees. In December 1999, Premier Mike Harris announced the establishment of the Ontario Science and Innovation Council, a first in the province.

To enhance infrastructure for innovation, the ministry supports Ontario's scientific research and technology development by investing in research at universities, colleges, research institutes and hospitals. During the past year, the Ontario Research and Development Challenge Fund approved funding of $135 million to 25 leading edge projects. Including investments by partners, these projects had a total value of $367.5 million.

The ministry also invested $32.3 million to support over 1,500 researchers at 22 institutions through the Ontario Centres of Excellence. In addition, the ministry presented 191 Premier's Research Excellence Awards to new researchers at provincial universities, worth a total of $19 million.

To promote use of strategic technologies, Science and Technology launched the $82 million Connect Ontario joint initiative to enhance electronic services both within and between 50 communities by 2005. The initiative includes an investment of $50 million from the Ministry of Energy, Science and Technology and $32 million from the Ministry of Natural Resources.

Connect Ontario is a successor to the Telecommunications Access Partnership (TAP) initiative. In the past year, 17 TAP projects were approved, bringing the total investment to almost $32.5 million in 35 projects across Ontario. One project, Data Services Improvement, upgraded telecommunications services to 300 provincial communities.

The ministry invested $6.3 million in six projects and two studies under the Interactive Digital Media Small Business Growth Fund. The fund supports strategic initiatives that will encourage industry growth, create jobs, attract investment, promote innovation and increase international competitiveness. Interactive digital media is one of the fastest growing sectors in the Ontario economy.

The ministry announced the $20 million Biotechnology Commercialization Centre Fund to help create regional commercialization centres to house start-up biotechnology firms. The centres will stimulate growth of biotechnology clusters to ensure the benefits from research are developed and remain in Ontario.

Key Commitments and Strategies for 2000-2001

Energy

The ministry will continue to implement the *Energy Competition Act* and introduce appropriate regulations to ensure the smooth transition to a competitive electricity marketplace.

During the transition to a new marketplace, the ministry will continue to work closely with Ontario Hydro's successor corporations – Ontario Power Generation and Hydro One (formerly Ontario Hydro Services Company) - and will work closely with the Independent Electricity Market Operator to implement market rules. The ministry will continue to provide information to municipal electric utilities, which will become commercial local distribution companies operating on a profit or non-profit basis in a competitive market.

The first phase of a consumer information and education program was launched in February, 2000 to ensure consumers are aware of how the new market will operate and that they will be able to choose an electricity retailer. During February and March, ads appeared in 43 dailies and 157 community newspapers. Messages were reinforced in radio ads on 119 stations.

The advertising campaign will be backed up with brochures and fact sheets distributed through the ministry call centre, government information counters and shopping centre information kiosks. The ministry will continue to ensure that the public has information on electricity restructuring.

In addition, more than four million utility bill inserts will be distributed through the summer and early fall by Hydro One and local electrical utilities to their customers across the province.

New investment in energy will continue to be encouraged, especially for cleaner, more environmentally-friendly energy supplies such as wind energy and combined cycle gas generation.

To improve air quality in the province, the ministry worked with the Ministry of the Environment to set strict emission limits and reporting requirements for electricity generators. As well, consumers will be provided with information on the energy sources used to supply their power, which will assist them in selecting an electricity retailer and cleaner energy sources.

The ministry will ensure that Ontario Power Generation (OPG) continues to accelerate the Market Power Mitigation Agreement to reduce its generating capacity so that other power generators can successfully compete in Ontario's market. OPG is ahead of schedule and has targeted 4,000 megawatts (MW) of fossil and hydroelectric generation, including the Lennox station near Kingston and the Lakeview station in Mississauga. OPG is looking at various options for 'decontrol', including selling assets, swapping generation outputs or leasing facilities.

Efforts will continue to reduce red tape and establish a regulatory environment which will encourage new entrants and investors in Ontario's competitive electricity market.

The ministry will ensure the safety and reliability of the energy system by continuing in its emergency preparedness role to reduce Ontario's vulnerability to possible supply interruptions, for example, emergencies caused by climate conditions such as ice storms, and will continue to co-chair the federal-provincial working group on energy reliability.

Science and Technology

In 2000-01, Science and Technology will work with 10 communities through Connect Ontario to support economic development through the increased use of information and communications technologies. As well, the ministry will develop an advanced high speed research network, the Ontario Research and Innovation Optical Network (ORION) to connect Ontario's researchers, educators and scientists to colleagues across the province and around the world. Connect Ontario and ORION are SuperBuild initiatives.

In 2000-01, the ministry will announce the creation of new community-based biotechnology commercialization centres in Ontario that will aid the development of start-up biotechnology companies emerging from Ontario's research institutes.

Science and Technology will work to increase the support for university research by the private sector. The ministry will continue to monitor and assess the impact of government programs on private sector contract research at Ontario universities.

The 2000 Ontario Budget provided a significant boost for science and technology by adding $50 million to the R&D Challenge Fund for this fiscal year to fund additional research; doubling annual funding to $10 million for the Premier's Research Excellence Awards; creating a new Ontario Research Performance Fund of over $30 million annually to help cover overhead costs at colleges, universities and research institutes associated with Ontario-funded research; and providing $5 million for science and technology awareness and innovation over five years.

To keep its stakeholders, clients and partners up to date on the expanding vista of science and technology, the ministry will produce a newsletter called *VISTA* through which it will share its "**V**ision of **I**nnovation, **S**cience and **T**echnology **A**dvancement"

The ministry will work to ensure that research, science and technology and the industries that depend on them continue to grow and prosper through the application of a range of science and R&D tax incentives the government has introduced over the last five years. These include tax incentives announced in Ontario Budget 2000 and previous budgets, such as those provided for investors in flow-through shares or the 20 per cent refundable tax credit for corporations which create original interactive digital media products in Ontario.

The ministry will also announce the membership and make-up of the first Ontario Science and Innovation Council. Chosen for their individual experience and expertise from the best talent in Ontario's science, business, technology and financial communities, these volunteers will provide the government with long-term strategic advice and leadership on science and technology issues and priorities.

Key Performance Measures

Core Business:
Energy

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Competitive energy markets.	Objectives of electricity restructuring are met so that Ontario can benefit from competitive energy markets.	The electricity market operates competitively.	Continue to implement the *Energy Competition Act* and introduce appropriate regulations to ensure a smooth transition to competition. Ensure that Ontario Power Generation Inc. begins implementation of Market Power Mitigation Agreement to enhance level of competition for electricity generation.
Safe and reliable energy supply.	The Ontario energy sector is reliable, safe and has access to diverse sources of supply.	Ontario has diverse sources of generation to maintain system safety and reliability.	Work with the energy industry to address risks to the reliability of energy supply and to promote alternate sources of electricity generation.
Environmentally sustainable energy industry.	Renewable energy production.	Increase use of renewable resources such as wood, solar, wind, small scale hydro and energy from waste.	Ensure that the competitive energy market enhances the ability of renewable energy suppliers to find customers. Implement system of environmental disclosure as the competitive electricity market opens to facilitate consumers selection of renewable power options.

Core Business: Science and Technology

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Increase private sector investment in university research.	Value of contract research funded by the private sector performed by universities and institutions.	Growth in the value of contract research: 2000-01..........1% 2001-02..........2% 2002-03..........2%	The value of contract research in 2000-01 will show a one per cent increase over the 1999-00 level.
Increase participation by Ontarians and businesses in the digital economy.	Increased access to information and communications technologies by Ontario communities, researchers, businesses and citizens.	Increase access in 50 communities over five years commencing in 2000-01.	Increase access to a minimum of 10 communities in Ontario.
Growth in Ontario health and biotechnology industries.	Help develop the Ontario biotechnology industry through the development of new company start-ups.	The number of new biotechnology start-up companies from the BCCF program commencing in 2000: 2001-02..........30 2002-03..........10	Announce the establishment of new Biotechnology Commercialization Centres in Ontario.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Energy, Science and Technology

Operating	$128 million
Capital	$500 million
	200 staff

Energy

Operating	$20 million
	120 staff

Science and Technology

Operating	$102 million
Capital	$500 million
	50 staff

Ministry Administration

Operating	$6 million
	30 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of Energy, Science and Technology

Operating	$241 million 260 staff

Energy

Operating	$22 million 165 staff

Science and Technology

Operating	$212 million 55 staff

Ministry Administration

Operating	$7 million 40 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

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MINISTRY OF THE ENVIRONMENT

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Dan Newman

A clean Ontario is a strong, healthy Ontario. At the Ministry of the Environment our job is to ensure strong environmental protection and to promote the conservation and stewardship of our air, water and land. Effectively carrying out these core businesses helps make Ontario the best North American jurisdiction in which to live, work and raise a family. As Minister of the Environment, I am pleased to share with you our 2000-2001 business plan. The plan outlines some of our achievements from the past year and our commitments and targets to further improve and protect the health of our communities and ecosystems.

Protecting the quality and quantity of our water resources will remain a priority. Over the next year, we are taking steps to further protect water quality including new regulatory measures for municipal water treatment facilities. Municipalities must use accredited laboratories and advise the ministry if they are changing the facility that is testing their water. Requirements will be made clear for reporting test results indicating below standard water quality. Municipalities must make all their sample reports available to the public. In addition, the ministry will be inspecting all municipal water treatment facilities to ensure they meet current and new standards. These actions will help to ensure Ontario's drinking water is safe and its quality remains among the best in the world.

Improving Ontario's air quality to protect human health will also continue to be a major focus. This year the ministry unveiled strong measures targeting smog, acid rain and climate change including tough new emissions caps and mandatory monitoring and reporting of air emissions.

Setting environmental protection rules and making sure these rules are kept is a big part of our job. This included strengthening Ontario's hazardous waste management regulations this past year. New laws will be proposed to set the toughest pollution penalties in Canada. An environmental SWAT team and pollution hotline will increase our ability to enforce environmental protection rules.

I am confident that by working together with our many partners and the people of Ontario we can ensure prosperity and a healthy environment both now and in the future.

Dan Newman

The Honourable Dan Newman
Minister of the Environment

Ministry Vision

The vision of the Ministry of the Environment is an Ontario where human health, ecosystems, recreation, commerce and industry are sustained by clean air, water and land.

To fulfil this vision, the ministry sets clear policies, standards and rules to protect the environment and to encourage conservation activities. Along with monitoring the environment and enforcing these rules, the ministry looks for innovative approaches to complement legislation and regulations. These include working with communities, industries and organizations towards finding flexible, practical, cost-effective ways to strengthen environmental protection and conservation efforts.

A healthy, natural environment is vital to the well-being of our families. We play an important role in making this province the best jurisdiction in North America in which to live, work and raise a family by providing better, stronger and clearer environmental protection.

Core Businesses

Environmental Protection

The ministry is in the business of safeguarding our environment by working to ensure cleaner air, water and land, and healthier ecosystems for the health and welfare of all Ontarians.

We establish standards that protect human health and the environment, and develop policies and guidelines to implement these standards. We establish and enforce legislation and regulations to ensure the environment is protected. By monitoring trends in environmental quality and applying sound science, technology, and research we are able to determine the effectiveness of our programs and the risks of pollution to human health and the natural environment. We continue to review policies and regulations on environmental protection to ensure they are appropriate in their scope and applicability.

We coordinate responses to environmental incidents and enforce the rules that protect our air, water and land – ensuring that polluters clean up the damage they have caused.

We also work in partnership with others to prevent pollution and to achieve common environmental objectives by inviting other governments, industry, municipalities, communities, organizations, academia, and individuals to find innovative solutions to environmental challenges.

Conservation and Stewardship

The ministry is also in the business of encouraging and providing guidance on environmentally sustainable use of water, land and resources. This means maximizing efficient use of resource materials and becoming better stewards of the environment.

We continue to rely on partnerships with other governments, industry, municipalities, communities, organizations, academia, and individuals to raise awareness and achieve our conservation and stewardship targets. By working together, we can reduce pollutants and waste, save energy and conserve water.

Annual Report on Key Achievements for 1999-2000

Cleaner air and water as well as stronger enforcement continue to be top priorities for the Ministry of the Environment. Ontario is among the leaders in North America in attacking air pollution. During the past year we took a number of key actions toward improving Ontario's air quality.

We announced tough new measures, targeted directly at smog, acid rain and climate change to strengthen our already aggressive campaign to improve air quality in Ontario. Key measures include the introduction of mandatory tracking and reporting of harmful air emissions by industrial and commercial emitters, and tough new emissions caps for smog, acid rain causing pollutants and carbon dioxide (a greenhouse gas). In preparation for the opening of Ontario's competitive electricity market, the measures will first be applied to the electricity sector – extending later to other sectors across the province. An emissions monitoring and reporting regulation took effect in May 2000 for all electric power generating companies. Starting January 2001, it will be expanded to apply to Ontario's other sectors. In addition, tough new regulated emissions caps will be required in January 2001 for all Ontario's electricity industry and will expand to other sectors to help meet our long-term commitment under the Anti-Smog Action Plan.

However, as more than half of our smog originates from U.S. sources, we have a vital interest in reducing transboundary air pollution. That is why we made presentations to the U.S. Court of Appeals to support the U.S. Environmental Protection Agency (USEPA) Rule requiring a number of states and the District of Columbia to reduce emissions of smog-causing pollutants. We welcomed the U.S. Court of Appeals recent decision upholding the USEPA Rule. This decision adds to our aggressive campaign to improve Ontario's air quality.

The Drive Clean light-duty vehicle program in the Phase 1 area (the Greater Toronto Area and Hamilton-Wentworth Region) had 1,030 Drive Clean facilities in operation, which tested about 1.3 million vehicles. The heavy-duty truck and bus testing program, which began September 30, 1999, tested nearly 100,000 vehicles. Reduction in smog-causing pollutants from the first year of testing was estimated at 6.7 per cent (8,646 tonnes) putting the program on target for its goal of a 22 per cent (30,000 tonnes) reduction when the program is fully operational in 2004. There was also an estimated reduction of 100 tonnes of sulphur dioxide. Planning for the Phase 2 expansion across most of southern Ontario in 2001 is underway.

We worked actively with federal and other provincial and territorial governments to develop the first set of four Canada-wide Standards for particulate matter, ozone, benzene and mercury. Ontario led the federal/provincial/territorial team developing standards for mercury. We will be finalizing the first set of standards in 2000, and are committed to developing the next set of Canada-wide Standards. Cooperation and information sharing among jurisdictions and stakeholders avoids duplication and is vital in determining scientifically sound, enhanced guidelines to protect human health and the environment.

On climate change, we worked with other ministries, the federal government and other provinces and territories to examine national options for climate change and the consequences of the Kyoto Protocol. To date, provincial staff from eight ministries have been involved in examining options to develop an Ontario action plan on climate change and air quality.

During the past year we also took a number of key actions toward improving Ontario's water quality. Ontario was the first province to file a conservation-based regulation to prevent the transfer of water out of major water basins, including the Great Lakes. The Water Taking and Transfer Regulation, which came into effect April 30, 1999, prohibits the transfer of water from three water basins: the Great-Lakes-St. Lawrence, Nelson and Hudson Bay basins. As well, the regulation tightens requirements for the issue of permits to take water from Ontario waterways.

There is clear evidence that progress is being made on cleaning up the Great Lakes thanks to the partnership of provincial and federal agencies, private sector organizations and residents. The province has so far invested over $300 million towards Great Lakes Areas of Concern. Beneficial uses in these areas have improved by more than 50 per cent. Noteworthy examples are Collingwood Harbour, which has been delisted as an Area of Concern, and Spanish Harbour, recognized as an area that is well on its way to recovery. Implementation of the Remedial Action Plans at Jackfish Bay, Peninsula Harbour, Nipigon Bay and Wheatley Harbour are complete or well on the way to completion. Increased fish and wildlife habitat has seen many important species returning to historic industrial ports and harbours. Four species of fish which had almost vanished from Lake Ontario have increased in numbers.

We added 15 municipal water supply systems to our drinking water surveillance program. The total number of systems currently covered by the program is 175, which covers 88 per cent of the municipal communal services in Ontario. A report, *Drinking Water in Ontario*, published in February 2000 shows that overall Ontario's municipalities ensure their drinking water quality is among the highest in the world.. Under the Goundwater Management Studies Fund, we provided $4.3 million funding for 34 groundwater studies involving over 88 municipalities . One objective of the fund is to encourage municipalities to assess water resources and to develop measures to protect groundwater supplies that supply municipalities with drinking water.

Progress is being made on developing tough new hazardous waste standards. We took action to strengthen our hazardous waste regulations by making what was previously a policy manual on classifying hazardous wastes part of the regulation. The hazardous waste regulation was revised to ensure that even if listed hazardous waste is mixed with other substances, it will still be considered the same type of hazardous waste. Additional proposals to strengthen the hazardous waste regulation and harmonize it with U.S. rules were placed on the Environmental Bill of Rights registry for public comment in February 2000.

We are moving forward on achieving Ontario's waste diversion target of halving the amount of waste sent for disposal by forming the Waste Diversion Organization (WDO). The WDO is a partnership of government, municipalities and industry that helps fund municipal Blue Box and other waste diversion programs. The organization is based on a one-year, voluntary Memorandum of Understanding. Its members have committed $14.5 million to develop, implement and fund municipal waste diversion programs.

More than 50 per cent of high level PCBs (polychlorinated biphenyls) previously in storage have been destroyed. This exceeds the *Canada-Ontario Agreement Respecting the Great Lakes Ecosystem* (COA) target for the year 2000. The COA is intended to set environmental targets to restore degraded areas, reduce pollution and conserve the health of the ecosystem.

Key Commitments and Strategies for 2000-2001

The ministry's key strategies for 2000-2001 support the delivery of our core businesses of protecting the environment and promoting the conservation and stewardship of the province's resources. Our commitments and strategies build on our previous commitments and achievements to move forward on preventing pollution, conserving resources and effectively enforcing Ontario's environmental laws.

To build a better, stronger, clearer environmental agenda in keeping with our statement of environmental values

The ministry's mandate, articulated in the statement of environmental values (SEV) that underpins all its activities, is to protect the quality of the natural environment so as to safeguard the ecosystem and human health and to foster the efficient use and conservation of resources. The SEV's guiding principles are:

- to consider the whole ecosystem,
- to focus on prevention of pollutants that cause environmental damage, and
- to encourage conservation and sustainable use of resources.

The SEV influences every aspect of our decision-making, internal management practices and approach to public participation.

Environmental Protection

The ministry will continue to focus on finding solutions to problems that pose the greatest risk to human health and the environment. This means that our commitment to ensuring cleaner air remains a high priority.

Starting January 2001, we will begin to require reporting of emissions for all companies and organizations in Ontario's commercial, industrial, private and public sectors. To ensure this new regulation is effective, we are committed to consulting the public through the Environmental Bill of Rights registry.

The government has set a target of reducing sulphur dioxide (SO_2) emissions by 50 per cent beyond the countdown Acid Rain Program cap by 2015 as part of its contribution to the Canada-Wide Acid Rain Strategy for Post-2000. The province is also committed to meeting the targets of its Anti-Smog Action Plan, which include reducing provincial emissions of nitrogen oxides (NO_X) and volatile organic compounds (VOCs) by 45 per cent compared to their 1990 levels, by the year 2015. In preparation for the opening of Ontario's competitive electricity market, regulated caps will first be put in place for all Ontario's electricity industry. However, achieving the government's clean air targets requires co-operation among all levels of government, people and businesses in all economic sectors and regions. We will enter into discussions with major Ontario emission sources and other stakeholders to define the scope, timing and implementation of new emissions limits across the other sectors.

Effective January 1, 2001, other new key measures proposed in our programs will be introduced. One measure is emissions reduction trading to assist businesses to meet the tough new regulated caps on emissions. We are also establishing environmental performance standards which must be met for any electricity sold in Ontario regardless of where it is generated. We will enter into discussions with stakeholders regarding the design and implementation of these actions.

Many of the actions targeting smog and acid rain will provide co-benefits to addressing climate change. Ontario has taken leadership to curb climate change-related emissions through Drive Clean and the province's landfill regulations requiring the capture of methane. We are committed to sustaining the momentum of climate change actions already underway with new ideas, new action and greater participation.

As part of our campaign to reduce smog, we are taking steps to provide better province-wide air quality information and earlier, more effective warning whenever smog conditions are expected. A new Web site, www.airqualityontario.com, will help Ontarians access air quality information including predictions of smog levels. It will also provide information on actions we can all take to reduce smog especially on smog alert days.

The government has a commitment to combine the patchwork of environmental laws into one clear, comprehensive and easily-enforced set of laws and to stiffen fines for polluters and increase jail terms. We plan to establish tough penalties for those who pollute the environment.

Work is continuing on developing an environmental SWAT team - a specialized group that will audit industries to make sure they're obeying the laws. A toll-free pollution hotline for Ontarians to report possible acts of pollution is also planned.

We will build on the actions we took last year to strengthen Ontario's hazardous waste regulation. Additional proposals to strengthen the hazardous waste regulation and harmonize it with U.S. rules were placed on the Environmental Bill of Rights registry for public comment in February 2000.

Cleaning up the Great Lakes has been, and will continue to be, a gradual and cumulative process. Although, the Great Lakes are cleaner than they have been for 50 years, there is still more to do. It requires good science, hard work, strong commitment, and above all, effective partnerships. Our involvement in the binational Lakewide Management Plans for Lake Superior, Lake Erie and Lake

Ontario is just one example of our commitment to bring about actual improvements to the Great Lakes ecosystem. We are committed to continuing efforts with the Federal Government and other partners to address environmental challenges in the Great Lakes basin.

We are working to strengthen the requirements that protect our drinking water quality to ensure that all Ontarians have safe, clean drinking water.

Along with other initiatives to protect drinking water, the ministry, in partnership with conservation authorities and municipalities, is providing $6 million over the next few years to establish a groundwater monitoring network. Over the next year, we will begin to work with conservation authorities and municipalities to install electronic monitors to measure water levels in wells across Ontario; establish a provincial groundwater information base; complete hydrogeological mapping to show availability to groundwater; and undertake chemical analysis of groundwater supplies.

We are working closely with other ministries to ensure short and long term actions are taken to protect our water supplies. We are also actively involved in provincial efforts being carried out to deal effectively with current and emerging water issues.

Conservation and Stewardship

In support of its core business of conservation and stewardship, the ministry will promote more stakeholder and public involvement by focussing on individual and community actions, and on partnerships with industry and others to achieve sustainable use and conservation of resources.

The ministry will work with the Waste Diversion Organization (WDO) to establish a permanent structure to implement its mandate to expand and improve the Blue Box program in order to achieve the province's waste reduction target. The WDO is a partnership between industry, municipalities, non-governmental organization and the province. The WDO will be developing a long-term sustainable funding plan for the Blue Box and other waste diversion programs and implementing programs for recycling, centralized composting, and household special waste.

The ministry will continue to work with individuals and stakeholders to secure their involvement in finding effective solutions to environmental priorities.

To focus on customer service

Customer service is a vital component of how we conduct our business. We will continue to find efficiencies, improve the turnaround time for ministry approvals, implement innovative information technologies, boost performance and enhance delivery of programs by sharing common services among ministries. As part of the *Quality Service Initiative*, the ministry undertook a comprehensive review and comparison of its organizational practices against a world-class organizational model of quality service criteria. We will be putting a *Quality Service Plan* in place to improve organizational effectiveness.

Key Performance Measures

Core Business: Environmental Protection

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Cleaner air	Reductions in Ontario-based air emissions, as measured by nitrogen oxides (NO_X), volatile organic compounds (VOCs), particulate emissions (PM) and sulphur dioxide (SO_2).	45% reduction in NO_x and VOC emissions by the year 2015; 25% by the year 2005 and 10% reduction in PM_{10} emissions by 2015. 1990 base: NO_x 659 kt VOCs 866 kt PM_{10} 221 kt 50% reduction in SO_2 by 2015 from current Countdown Acid Rain limit (885 kt in 2000).	Enhance activities under Anti-Smog Action Plan. Develop regulations to provide NO_X and SO_2 limits in the restructured electricity system. Develop a regulation to extend mandatory emissions reporting to all industrial sectors. Increase Drive Clean program area for light duty vehicles (LDV) (Phase 2) and non-diesel heavy duty vehicles. At least 400 LDV testing facilities for Phase 2 will be established by January 1, 2001. Require industry to undertake 30 air emission inventories and reduce emission levels. Undertake inspections of at least 640 air emission sources. Continued monitoring and ensuring publicly accessible information on air quality.

Cleaner water	Quality of drinking water	Communal water supplies that provide access to safe drinking water to Ontario residents.	Ensure regulated health standards for drinking water are adhered to by undertaking inspections of all municipal water treatment facilities.
	Quality of ground and surface water	Improvement in specific indicators of Ontario's aquatic ecosystems as measured by: Percentage of sport fish consumption restrictions in the Great Lakes reduced by 10% by the year 2010 (1995 base - 589 restrictions or 33.9% restricted.)	Ensure regulated standards are adhered to by undertaking inspections of at least 120 municipal sewage treatment facilities. Apply the Water Quality Index to three additional watersheds in Ontario. Establish a groundwater monitoring network in 7 key watersheds in Ontario.
Cleaner land	Land quality	Measured improvements in contaminated land rehabilitation.	Indicators of land remediation and associated targets will be developed and baselines determined. Continue remediation of Deloro mine site and Smithville PCB site.

Healthier ecosystems	Effective enforcement	Enhanced use of environmental enforcement tools to increase compliance and environmental protection as measured by prosecutions and penalties.	Measured by prosecutions and penalties.
	Destruction of PCBs (polychlorinated biphenyls)	Destruction of 50% of high level PCBs in storage by the year 2000 (compared to the 1994 base year quantity of 18,600 tonnes).	Destruction of 60% of high level PCBs in storage.
	Reduction in the average turnaround times for air emission Certificates of Approval by 30% (baseline of 70 days)	The 1999-2000 commitment of achieving an average turnaround of 55 days has been met.	Achieve an average turnaround of 49 days.
	Reduction in the average turnaround times for ministerial decisions on environmental assessments by 65% (baseline of 22 months).		

Core Business Conservation and Stewardship

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Resource Conservation	Reductions in non-hazardous waste going to disposal	Continuous improvement towards 50% reduction from the base year of 1987.	Non-hazardous waste going to disposal will be reduced by an additional 2% from prior year. The ministry will review progress of the Waste Diversion Organization related to establishing a long term sustainable funding plan for the Blue Box program and the implementation of other diversion programs.
Environmental stewardship	Participation of stakeholders	Reduction of 60,000 tonnes of toxic substances and wastes, beyond regulatory requirements, by the year 2003 through ministry partnerships (base year 1999).	Reduce 12,000 tonnes of toxic substances and wastes through partnerships.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of the Environment

Operating	$174 million
Capital	$167 million
	1,395 staff

Environmental Protection

Operating	$122 million
Capital	$159 million
	1,144 staff

Conservation & Stewardship

Operating	$6 million
Capital	$8 million
	68 staff

Internal Administration

Operating	$46 million
Capital	----
	183 staff

Note: Staff numbers are shown as full-time equivalents.
Staff numbers exclude Ontario Clean Water Agency

*PSAB based

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of the Environment	
Operating	$158 million
Capital	$65 million
	1,440 staff

Environmental Protection	
Operating	$117 million
Capital	$65 million
	1,197 staff

Conservation & Stewardship	
Operating	$5 million
Capital	----
	69 staff

Internal Administration	
Operating	$36 million
Capital	----
	174 staff

Note: Staff numbers are shown as full-time equivalents.
Staff numbers exclude Ontario Clean Water Agency

*PSAB based

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MINISTRY OF FINANCE

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Ernie Eves

I am pleased to present the Ministry's 2000-2001 business plan and report on our key achievements. The 2000 Ontario Budget was historic. The Ontario government announced back-to-back balanced budgets for the first time in more than half a century.

Due to higher than expected economic performance in 1999, we were able to make additional investments including $1 billion to accelerate hospital capital restructuring, $286 million in college and university expansion and renewal, and we are giving $1 billion back to taxpayers as a dividend. We accomplished all of this while balancing the budget a full year ahead of schedule. In fact, a $654 million surplus was recorded in 1999-00 which was applied directly to reduce the provincial debt.

To ensure that we do not continue the era of repeated annual deficits, we passed the *Taxpayer Protection and Balanced Budget Act, 1999.* Ontario's fiscal position is now on a more stable and secure track, one that will help us deliver our debt-reduction commitment of at least $5 billion during this mandate.

Cutting taxes continues to play a large part in fostering economic growth and job creation in the province. Last year alone, 198,000 new jobs were created. We have experienced the best two consecutive years of job creation in Ontario's history. An additional 67 tax cuts announced in the 2000 Budget brings the total to 166 tax cuts for Ontarians since we came to office in 1995. We have already reduced personal income tax rates for all Ontarians and we are on track to fully implement our promised 20 per cent personal income tax reduction ahead of schedule. The Province will also reduce the taxable amount of capital gains, corporate income tax and further reduce the small business tax, making it the lowest in Canada.

We are also building for Ontario's future with the SuperBuild initiative - a $20 billion program of strategic capital investments and public-private partnerships. To enhance the considerable core capital spending of the government, SuperBuild will invest $1 billion for the new SuperBuild Millennium Partnerships initiative, $300 million for the SuperBuild Sports, Culture and Tourism Partnerships initiative, $600 million for the Ontario Small Town and Rural Development initiative and $300 million for the Northern Ontario Heritage Fund over the next five years. Through SuperBuild we are also signalling that we are ready, willing and able to do our part to revitalize Toronto's waterfront and to make Toronto's 2008 Olympic bid a resounding success.

We will continue to pursue economic growth and job creation by cutting taxes, by spending taxpayers' money wisely on programs that are a priority for the people of Ontario.

Ernie Eves

The Honourable Ernie Eves, Q.C.
Minister of Finance

Ministry Vision

The vision of the Ministry of Finance is to maintain a strong and vibrant economy for the people of Ontario. Our vision is based on an Ontario that:

- leads Canada in jobs, income and investment;
- spends taxpayers' money with increasing economy, efficiency and effectiveness;
- spends taxpayers' money on programs that are a priority for the people of Ontario and has the financial capacity to sustain these programs; and
- invests in a better future for all Ontarians.

The mission of the ministry is to establish an environment that will sustain a dynamic, innovative and growing economy. This in turn will enable us to manage the fiscal, financial and related regulatory affairs of the Province of Ontario. The ministry will:

- support economic growth and job creation in the province;
- reduce taxes to create a competitive investment climate;
- ensure Ontario has a competitive and efficient tax system;
- ensure accountability to taxpayers for the prudent use of their funds and continually strive to treat all taxpayers fairly;
- ensure prudent management of the province's debt and financing program;
- reduce provincial net debt;
- promote the effective and efficient delivery of government services;
- invest, through SuperBuild, in strategic capital infrastructure; and
- maintain a sound and dynamic regulatory environment for financial services.

Core Businesses

To achieve its vision, the ministry will focus its efforts on six core businesses:

- **Tax Policy, Budget and Revenue Operations**
- **Economic, Fiscal and Financial Policy**
- **Strategic Infrastructure Investments and Partnerships**
- **Financial Services Industry Regulation**
- **Government Financing and Debt Management**
- **Internal Business Support**

Tax Policy, Budget and Revenue Operations

- **Office of Budget and Taxation**
- **Tax Revenue Division**

Core activities include:

- providing tax policy advice to ensure that the tax system is equitable, efficient and competitive with other jurisdictions, while generating sufficient revenue to meet the government's fiscal targets and continue to support priority programs.
- developing and coordinating the Ontario Budget, providing input into other major economic/fiscal government documents and designing legislation that efficiently and effectively implements tax policy.
- administering many of Ontario's tax statutes. Maintaining the integrity of the province's self-assessment system through taxpayer information services and an independent objections review, while discouraging non-compliance through audits, investigations and collection procedures.

Economic, Fiscal and Financial Policy

- **Office of Economic Policy**
- **Fiscal and Financial Policy Division**
- **Ontario Electricity Restructuring Secretariat**
- **Provincial-Local Finance Secretariat**
- **Integrated Financial Information System (IFIS)**

Core activities include:

- providing analytical support and policy advice on a wide range of economic, fiscal and financial issues that affect economic growth and job creation including revenue, economic, labour market, sectoral, regional and demographic trends as well as economic and revenue projections.
- supporting the development of the government's overall fiscal framework including operating and capital expenditure management and non-tax revenue strategy, and ensuring the effective financial management of public dollars.
- restructuring Ontario's electricity industry, which is moving to an open market in the year 2000. This involves the restructuring of an industry with over $10 billion in annual sales and the management of past debt and liabilities.
- providing advice on policies, legislation and operational initiatives that support the property tax system and the Province's fiscal and financial relationship with municipalities.

Strategic Infrastructure Investments and Partnerships

- **Ontario SuperBuild Corporation**

Core activities include:

- providing leadership and central coordination through the Ontario SuperBuild Corporation for policy development, planning and Cabinet approvals relating to the Province's capital envelope.
- a focus on developing innovative, leading-edge public-private partnerships to modernize and expand Ontario's strategic infrastructure.
- establishing three new SuperBuild partnership initiatives focused on strategic infrastructure partnerships, infrastructure critical to the future growth of rural areas - small towns and small cities, and recreational, cultural and tourist attractions throughout the province.

Provincial support for the Toronto Waterfront Revitalization Plan and 2008 Olympic Games bid could also be accommodated in the new SuperBuild Millennium Partnerships initiative. The Olympic & Waterfront Development Agency, which reports through the Ontario SuperBuild Corporation, would manage Provincial involvement.

Financial Services Industry Regulation

- **Ontario Securities Commission (OSC)**
- **Financial Services Commission of Ontario (FSCO)**
- **Motor Vehicle Accident Claims Fund**

Core activities include:

- implementing a policy framework that promotes fairness, efficiency and competition in financial services. Regulatory services support important public priorities by means of industry standards and consumer protection in the financial services sector. This contributes to investor and consumer confidence in the soundness of the financial services industry.

Government Financing and Debt Management

- **Ontario Financing Authority (OFA)**

Core activities include:

- arranging and coordinating all aspects of financing for the Province of Ontario and its crown corporations and agencies including borrowing, debt management, investment, cash and banking activities as well as investor and credit rating relations.

Internal Business Support

- **Corporate Services Division**

Core activities include:

- providing planning, advisory, controllership, audit, information technology and administrative support to the ministry to ensure the direction and management of operating programs is consistent with Ontario Government policy and legislation.

Annual Report on Key Achievements for 1999 - 2000

The ministry recorded a number of significant achievements during 1999-2000 based on the implementation of sound fiscal, economic, taxation and financial strategies. These include:

- balancing the budget a full year ahead of schedule, while reducing the burden of taxation has further strengthened business and consumer confidence;
- producing a budget surplus of $654 million;
- 30 tax cuts in the 1999 Budget including a further personal income tax cut, extension of the land transfer tax refund and a capital tax exemption for small business;
- passing the *Taxpayer Protection and Balanced Budget Acts*. The former ensures that future tax increases must be approved in a province-wide referendum and the latter ensures consecutive balanced budgets;
- fostering a healthy business climate and contributing to robust growth of the Ontario economy;
- supporting the creation of 198,000 new jobs in 1999, the best two consecutive years of job creation in Ontario's history;
- creating real economic growth of 5.7 per cent in 1999, faster than growth in the rest of Canada, the United States or any of the other G-7 industrialized nations;
- facilitating export expansion by 10.7%;
- establishing the SuperBuild Corporation to develop and implement a multi-year capital plan that meets the strategic infrastructure needs in Ontario;
- exceeding economic forecast projections for revenues, debt management and economic growth;
- providing relevant and timely information to the taxpayers of Ontario through Public Accounts and quarterly financial and fiscal updates;
- creating a Quality Service Office to ensure client satisfaction; and
- transforming financial policies, processes, systems, skills and organization through the Integrated Financial Information System (IFIS) Project to provide the financial information required to support a changing Ontario Public Service.

The ministry has implemented a number of measures designed to improve customer service and reduce red tape for Ontario businesses.
These include:

- reducing the corporate tax return for small business corporations from 16 to four pages;
- eliminating employer health tax instalment payments for employers with an annual total Ontario remuneration of $600,000 or less;
- developing small business pointer tax guides to provide "plain language" information on retail sales tax; and
- amending seven acts administered by the Financial Services Commission to improve the business climate for insurance, cooperative corporations, credit unions, caisses populaires and mortgage brokers.

Key Commitments and Strategies for 2000 - 2001

The Ministry of Finance will continue to focus its attention on two key strategies: improving the way it does its core businesses, and exploring options for alternative delivery of existing programs and services.

Key commitments and strategies that will sustain a strong and vibrant economy include:

- developing and implementing Ontario Budget 2000 measures designed to achieve the government's policy priorities, including a total of 67 new tax cuts;
- the Ontario SuperBuild Corporation that strengthens the capacity of the government and broader public sector in the areas of capital investment, partnership development and asset management;
- working with the federal government, City of Toronto and private sector partners to support the Toronto Waterfront Revitalization Plan and 2008 Olympic Games bid;
- investing, together with the private-sector, a combined $1.8 billion for post-secondary education;
- implementing a reinvestment strategy that will provide $1 billion to hospital capital and $500 million to the Ontario Innovation Trust;
- returning $1 billion of the taxpayers' money back to them;
- designing and implementing a five-year capital strategy that will provide $1 billion for the Millennium Partnerships, $300 million for Sports, Culture and Tourism Partnerships, $400 million for the Ontario Small Town And Rural Development initiative (OSTAR), $50 million for Living Legacy and $300 million for the Northern Ontario Heritage Fund;
- a $1 billion record commitment to Ontario's highway system in 2000-01;
- merging the Financial Services Commission and the Ontario Securities Commission (OSC) to create a single organization of insurance, pension and securities regulators that will advance harmonization and co-ordination of financial services regulation;
- supporting the Ministry of Energy, Science and Technology in developing, coordinating and implementing all financial aspects of the restructuring of the Ontario electricity industry;

- developing a Declaration of Taxpayer Rights, in consultation with a number of different stakeholder groups, which demonstrates Ontario's commitment to administering tax laws with fairness, courtesy and common sense;
- working with Canada Customs and Revenue Agency to establish a "Made-for-Ontario" personal income tax system to preserve the gains enjoyed by Ontario's taxpayers and protect the fairness, integrity and stability of the tax system;
- developing a new federal/provincial relationship on the Tax Collection Agreement ;
- supporting a major review of Ontario's personal, corporate and property tax systems by the Business Tax Review Panel;
- implementing a cost recovery mechanism for the deposit institutions sector of the Financial Services Commission of Ontario;
- designing and prototyping a single, integrated financial information system (IFIS) for the OPS; and
- encouraging the federal government to restore Canada Health and Social Transfer (CHST) payments, cut taxes, reduce employment insurance premiums and provide tax policy autonomy.

Key Performance Measures

Tax Policy, Budget and Revenue Operations

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
An efficient tax revenue system with reduced public administration and taxpayer compliance costs	Cost of collecting $100 of tax revenue	Legislative appropriation vs. budget revenue	$0.57
	Return on cost of tax administration	Enforcement revenue vs. legislative appropriation	$6.00 in enforcement revenue for each $1 spent

Economic, Fiscal and Financial Policy

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Positive climate for investment that stimulates economic growth	Prudent economic forecasts	Forecasts that are more cautious than those of major private sector forecasters	Forecasts that are more cautious than those of major private sector forecasters
Producing an orderly, prudent and sustainable fiscal plan	Balanced budget targets which reflect expenditure projections and revenue forecasts	Meet or exceed balanced budget targets which reflect accurate expenditure projections, conservative revenue forecasts and sound fiscal management	Meet or exceed balanced budget target
The provision of relevant and timely information to the public	Timing of the issuance of Public Accounts, Ontario Finances and other fiscal updates, reflecting all known and material changes	Moving towards having Public Accounts ready for public release 90 - 120 days after year-end	1999-2000[1]: 130 days 2000-2001[1]: 120 days
		Ontario Finances ready for public release 30-45 days after the end of the quarter	Ontario Finances ready for public release 30-45 days after the end of the quarter
	The Provincial Auditor's opinion	An unqualified opinion[2]	An unqualified opinion[2]

Note 1: Refers to Public Accounts pertaining to these fiscal years but released in the subsequent fiscal year.
Note 2: An unqualified opinion means that the Auditor has no specific observations or findings to report on the Accounts.

Strategic Infrastructure Investments and Partnerships

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Using provincial capital investment to lever partnership contributions for strategic public infrastructure	Quality of the government's overall capital investments Quality of partnership proposals and degree of partnership participation	Implementation of an effective provincial capital plan More efficient delivery of public infrastructure and reduced risk and financial exposure for taxpayers	Implementation of the 2000 Ontario Budget initiatives New, innovative infrastructure partnerships across the province as a result of the new 2000 Ontario Budget initiatives

Financial Services Industry Regulation

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Climate for a strong and competitive financial services sector in Ontario	Only safe and sound financial institutions are permitted to operate in Ontario	100%	100%
Commitments that are made to plan members by Administrators of employer-sponsored pension plans are met	All beneficiaries of pension plans receive the benefits to which they are entitled	100%	100%
Public confidence in, and access to, a fair, effective, efficient and responsive private insurance system in Ontario	Only solvent, licensed insurance companies operate in Ontario	100%	100%

Government Financing and Debt Management

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Efficient and prudent management of the province's financial assets and liabilities	Timing of borrowing [1]	Costs below domestic market average interest rates to evaluate timing of debt issues	Cost below the benchmark
	Debt Management [2]	Positive contribution from debt management activities	Cost savings realized
	Operation within approved exposure limits for Public Debt Interest, interest rates and foreign exchange[3]	Below approved exposure limits	Below approved exposure limits

Note 1: For timing, the actual cost of borrowing is compared to the average domestic interest rate, showing how successful the timing of issues was compared with what the cost would have been if debt had been issued evenly throughout the year.

Note 2: The debt management measure takes into account cost savings arising from overall management of the debt portfolio by comparing debt service cost versus a market neutral strategy.

Note 3: Exposure limits are: unhedged foreign exchange exposure to 5 per cent or less of Funded Debt and Trust Liabilities; debt subject to interest rate resetting (net of liquid reserves) to 25% or less of Funded Debt and Trust Liabilities; and the increase in public debt interest from all debt and risk management exposures is limited to 3 per cent or less of annual budgeted public debt interest.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals[1]

Ministry of Finance

Operating	$739 million
Capital	$12 million
	3,600 staff

Office of Privatization

Operating	$12 million
	30 staff

Tax Policy, Budget and Revenue Operations

Operating	$446 million
	2,200 staff

Office of Budget and Taxation
Tax Revenue Division

Economic, Fiscal and Financial Policy

Operating	$110 million[4]
	240 staff

Office of Economic Policy
Fiscal and Financial Policy Division
Financial Services Policy and IFIS Project
Community Reinvestment Strategy

Financial Services Industry Regulation

Operating	$73 million
Capital	$6 million
	350 staff[2]

Financial Services Commission of Ontario

Government Financing and Debt Management

Operating	$23 million[3]
Capital	$6 million
	290 staff

Internal Business Support

Operating	$75 million
	490 staff

Note 1: Expenditure data are PSAB based; staff numbers are shown as full-time equivalents.
Note 2: Does not include the staff of the Ontario Securities Commission as they are not members of the Ontario Public Service.
Note 3: Includes only the operating costs of the Ontario Financing Authority and does not include Public Debt Interest.
Note 4: Excludes the Community Reinvestment Fund.

2000 - 2001 Ministry Approved Allocations by Core Business - Plan[1]

Ministry of Finance

Operating	$787 million
Capital	$203 million
	3,925 staff

Tax Policy, Budget and Revenue Operations

Operating	$478 million
	2,555 staff

Office of Budget and Taxation
Tax Revenue Division

Economic, Fiscal and Financial Policy

Operating	$121 million[4]
	225 staff

Office of Economic Policy
Fiscal and Financial Policy Division
Ontario Electricity Restructuring Secretariat
Integrated Financial Information System
Provincial-Local Finance Secretariat

Financial Services Industry Regulation

Operating	$86 million
Capital	$3 million
	355 staff[2]

Financial Services Commission of Ontario

Government Financing and Debt Management

Operating	$24 million[3]
	290 staff

Internal Business Support

Operating	$56 million
	475 staff

Strategic Infrastructure Investments and Partnerships

Operating	$22 million[5]
Capital	$200 million[6]
	25 staff[7]

Ontario SuperBuild Corporation

Note 1:	Expenditure data are PSAB based; staff numbers are shown as equivalents.
Note 2:	Does not include the staff of the Ontario Securities Commission as they are not members of the Ontario Public Service.
Note 3:	Includes only the operating costs of the Ontario Financing Authority and does not include Public Debt Interest.
Note 4:	Excludes the Community Reinvestment Fund.
Note 5:	Operating funding for the Ontario SuperBuild Corporation
Note 6:	Announced in the 2000 Ontario Budget, the Millennium Partnership Fund has been established to invest in public-private partnerships for strategic infrastructure: environmental projects, and projects for the economic development of urban centres across Ontario. This fund will be administered by the Ontario SuperBuild Corporation.
Note 7:	Staffing of the Ontario SuperBuild Corporation.

Who to Call

Questions or comments about the ministry's business plan are welcomed. Visit our web site at **www.gov.on.ca/fin/hmpage.html** or call:

Public Enquiries (toll-free):

1-800-263-7965 (English language);
1-800-668-5821 (French language); or
1-800-263-7766 (TTY/TDD).

Communications and Corporate Affairs Branch

(416) 325-0333 Fax: (416) 325-0339

Minister's Office

Aynsley Wintrip: (416) 325-9566 Fax: (416) 325-0374
Press Secretary

OFFICE OF FRANCOPHONE AFFAIRS

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. John Baird

As Minister Responsible for Francophone Affairs, I will continue to work with the Francophone community on matters important to its development. I will welcome suggestions and comments on how to improve government services in French and will continue to inform my colleagues at Queen's Park of the issues that affect the Franco-Ontarian community.

The new French language school boards are now two years old. I plan to monitor their continued success and their access to a funding formula that is fair and equitable.

This year, the Office will concentrate its efforts on the provision of government services in French in areas of health, community and social services and justice in order to better serve the Francophone community in areas important to their well being.

In order to better inform the Francophone community, the Office will distribute information on the government's French language services and resources in designated areas of the province. It will also work closely with Francophone community organizations to promote Ontario's French language resources. The Office will develop an interactive map on its Web site providing information on areas designated under *the French Language Services Act*. These methods will enable citizens to better access information and resources in French.

The *2001 Francophone Games* is a major event that will take place in Ottawa-Hull and will promote a variety of Ontario's athletes and artists.

This business plan lays the groundwork for the Office's directions and activities for the next year and I appreciate having the opportunity to share it with you.

John Baird

The Honourable John Baird
Minister of Francophone Affairs

Ministry Vision

The Office's vision is to ensure that Francophones have access to provincial government services in French and that they fully contribute to the social, economic, and political life of the province, while preserving their linguistic and cultural heritage.

Core Businesses

Core Business 1

Advise the Government on French language services

As the Government's key advisor on Francophone Affairs and French language services, the Office of Francophone Affairs provides advice, information and support to all ministries and agencies on the provision of services in French, particularly in the 23 designated areas of the province.

The delivery of quality government services in French reflects the government's commitment to its Francophone community.

Core Business 2

Support the Francophone community in its activities

As part of its role as a major link between French-speaking Ontarians and their provincial government, the Office of Francophone Affairs provides to Francophones relevant information on government programs and services, their community and Ontario's French language resources.

This information helps Francophones make decisions pertaining to their daily lives and involvement in activities aimed at preserving their language and culture. Provincial ministries and agencies are supported in their communications with Ontario's Francophones.

Annual Report on Key Achievements for 1999 - 2000

The Office continued to play a major role as advisor to Ontario ministries and agencies in matters pertaining to French language services. It worked with central agencies and ministries to ensure the integration of French language services requirements in government initiatives such as government information centres and ServiceOntario kiosks. It maintained regular contacts with ministries and their French language services coordinators and discussed with them how to improve services to their French-speaking clients.

As some government services are being provided by external service providers, including municipalities, ministries need to inform them of their obligations under the *French Language Services Act* and to monitor the delivery of these services. The Office reminded ministries of their role in this matter and requested information on the provision of services in French in the programs transferred to municipalities. Within the Agenda for Action Initiative, the Office continued to work with its ministry and community partners on the implementation of the French Language Services Strategic Plan. To improve the quality and effectiveness of its communications with its clients, the Office has increased its use of new technologies to deliver its services. Both its Web site and faxbroadcast capability were enhanced.

New documents were produced and widely distributed to provide clients with improved access to current and useful information. These included statistical profiles of Ontario's Francophone population, materials on the implementation of the *French Language Services Act* and information on government programs and Francophone community activities. In response to requests for information, the Office also posted on its Web site a short description of economic development programs managed by Ontario ministries and agencies.

In partnership with ministries and community agencies, a direct mail campaign was initiated in Northeastern Ontario where 15 per cent of Ontario's Francophone households are found. Through this activity, Francophones can obtain information on the services provided by participating provincial ministries and their agencies, boards and commissions as well as local community agencies.

The Office was also involved in activities related to the National Year of La Francophonie and the Francophone Summit in Moncton, New Brunswick. It worked with ministries and community organizations to highlight Ontario's French language resources at these national and international events.

On behalf of the Province of Ontario, the Office initiated work with the National Organizing Committee of the 2001 Francophone Games. The Games will be held in Ottawa-Hull in July 2001 and are expected to attract athletes and artists from over 40 countries.

Key Commitments and Strategies for 2000 - 2001

The Office will provide advice to central agencies and ministries on how to plan and deliver quality and cost-effective services in French, either internally or through non-governmental service delivery agents. The Office will give particular attention to ministries responsible for services in the areas of health, social services and justice and the delivery of their services through transfer payment agencies.

In 2000-2001, the Office will improve the way it handles complaints about the government's French language services. The results should be more efficient and timely responses to these complaints.

The Office will improve its delivery of services through the use of information technology and alternative ways of communicating with its clients.

The 2000-2001 year will also require increased efforts in the planning and coordination of the 2001 Francophone Games.

Key Performance Measures

Core Business 1. Advise the Government on French language services

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Francophones have access to quality government services in French in designated areas of the province	All clients receive government services that comply with the obligations of the *French Language Services act* and with the government's French language policies and directions	Efficient and timely response to customers' complaints on the government's French language services	Clients are informed about the status of their complaints on French language services within 15 days

Core Business 2. Support the Francophone community in its activities

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Francophones contribute to the social, economic and political life of the province while maintaining their language and culture	Francophone clients and organizations have access to accurate and relevant information that will facilitate their participation in activities that support Ontario's French language	Francophone community gets increased access to current and useful material	Monitor access rate to information provided by the Office on government programs in order to establish base for future measurement
		All Francophone households and organizations throughout the province have been contacted at least once by the year 2005	Increase by 23% the number of Francophone households reached through direct mail campaign

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Office of Francophone Affairs	
Operating	$4 million 15 staff

Core Business 1 Advise the Government on French language services	
Operating	$1 million 10 staff

Core Business 2 Support the Francophone community in its activities	
Operating	$1 million 2 staff

Core Business 3 Promote Ontario French language resources	
Operating	$2 million 3 staff

Note: The Office of Francophone Affairs has a MOU with the Ministry of Finance to cover internal administration activities. The Ministry of Finance's MOU with the Shared Services Bureau includes the Office of Francophone Affairs.

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

2000-2001 Ministry Approved Allocations by Core Business Plan*

Office of Francophone Affairs

Operating $4 million
15 staff

Core Business 1

Advise the Government on French language services

Operating $1 million
10 staff

Core Business 2

Support the Francophone community in its activities

Operating $3 million
5 staff

Note: The Office of Francophone Affairs has an agreement with the Ministry of Citizenship, Culture and Recreation to cover internal administration services.

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

Who to Call

Questions or comments about the Office's business plan are welcome and should be addressed to:

Jacqueline Frank, Executive Director
Office of Francophone Affairs
4th Floor, Mowat Block
Queen's Park
Toronto, ON M7A 1C2

Telephone: (416) 325-4958 or the toll-free number 1 800 268-7507
Fax: (416) 325-4980
E-Mail: ofa@ofa.gov.on.ca
Web Site: www.ofa.gov.on.ca

MINISTRY OF HEALTH AND LONG-TERM CARE

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Elizabeth Witmer

Ensuring that everyone in Ontario has access to quality health care is the government's top priority which is why we want to have 80 per cent of eligible family doctors working in primary care networks by 2004. These networks will provide access to comprehensive care 24 hours a day, seven days a week.

The ministry's Business Plan reflects our goal and how it will be achieved. It details how we are implementing changes to Ontario's health system and what we have accomplished so far. It also outlines our strategies and commitments for creating a better system for today, and tomorrow.

Ontario's strong economy is enabling the government to pay for health care and to continue to move forward with essential health system reforms. These reforms are necessary to build and sustain a modern health care system.

The Ontario government's commitment to increase health care spending will reach a new high of $22 billion in 2000-2001. This investment is needed to meet the demands of a growing and aging population.

While the Ontario government has kept its commitment to providing permanent funding to the health care system, the federal government has cut funding to Ontario. We continue to encourage the federal government to provide adequate, sustainable, long-term health care funding to help Ontario create an innovative restructured health care system.

With a growing and aging population, the job of preparing health services for the future is well underway. I am very pleased at the progress the Ministry of Health and Long-Term Care has made, but there is still more to do and I am confident that we will achieve our goal.

The Honourable Elizabeth Witmer
Minister of Health and Long-Term Care

Ministry Vision

Our vision is clear: an accessible health system that promotes wellness and improves people's health at every stage of their lives and as close to their homes as possible.

In support of its vision, the ministry has developed a health action plan. This plan moves resources from the old infrastructure to fund new programs, health services and facilities that will help:

- keep people well,
- detect illness sooner,
- expand community health services,
- build on the strengths of our system, and
- improve quality of life for seniors.

The Ministry of Health and Long-Term Care is committed to ensuring that all Ontarians have access to modern technologies and treatments. Our vision also encourages all health care professionals and institutions to work together to ensure accountability to the patient and the system.

The ministry is modernizing Ontario's health system through restructuring and investing, increasing health promotion and prevention, and enhancing the role of community-based services.

Ontario's strong economy is enabling the government to pay for health care and to continue to move forward with essential health system reforms. These reforms are necessary to build and sustain a modern health care system.

Core Businesses

The Ontario Ministry of Health and Long-Term Care has four core businesses – Community Services, Professional Services, Institutional Services, and Policy and Planning – that work together to support the province's health system and implement our health action plan.

Community Services

Community Services aims to preserve the health and independence of people by preventing illness and injury and by promoting healthy lifestyles while keeping people close to their homes and families.

This core business includes disease prevention and health promotion programs for public health, diabetes and AIDS; long-term care; community health centres; community mental health; drugs/assistive devices/home oxygen; substance abuse and problem gambling programs; laboratory services; emergency health services; integrated services for children, and OHIP registration and claims.

Ontario's 43 Community Care Access Centres (CCACs) are vital to community health services. Located across the province to co-ordinate home care and placement in long-term care centres, CCACs provide one-stop access to a wide range of services. In addition, the ministry funds about 1,000 agencies that provide community support programs, such as Meals on Wheels and supportive housing.

Nurses are an essential and valued part of community services and Ontario's health system. Knowledgeable and skilled professionals, they provide quality care to patients in virtually every health care setting.

Professional Services

Professional Services ensures that doctors, nurses and other health professionals are available throughout Ontario. It improves access to health services with programs for under-serviced areas. Education funding for resident training at medical schools and training for health providers, such as nurse practitioners, radiation therapists and midwives, help ensure the continued availability of health professionals.

This core business encourages health professionals, agencies and facilities to work together for better patient services. It is piloting a team approach to health care through its primary care reform program. It also monitors OHIP billings to prevent, detect and deter fraud.

Institutional Services

Institutional Services ensures that hospitals and long-term care centres respond to changing needs with appropriate services and technology. Hospitals include community hospitals, specialty hospitals, such as psychiatric hospitals, and university-based health science centres. Long-term care centres include homes for the aged and nursing homes.

The ministry does not directly manage institutions. They are independent corporations run by independent boards. The ministry regulates and funds hospitals and long-term care centres and operates nine psychiatric hospitals in Ontario. Five specialty hospitals and 61 general hospitals also provide psychiatric services in the province.

Ontario has embarked on a major expansion of long-term care centres to meet the needs of a growing and aging population. These facilities provide health services for people who can no longer live independently in their own homes and who need nursing and personal care. People who would once have gone to a hospital can now live in long-term care centres and enjoy a more comfortable, home-like atmosphere.

Policy and Planning

Policy and Planning creates health care policies to meet the needs of a growing, changing and aging population. Sixteen District Health Councils, working with local communities and stakeholders throughout the province, are part of the ministry's planning activities.

Policy and Planning develops legislation, standards and programs. It also measures the performance of Ontario's health system and co-ordinates policy with the federal government and other provinces and territories.

The government funds research to improve the delivery of health services, and the ministry, along with 21 professional regulatory bodies, ensures professional standards and patient safety.

Policy and Planning also develops educational programs for the health professions and provides support to four regulatory boards.

Annual Report on Key Achievements for 1999 - 2000

The government continues to make considerable progress in reforming and modernizing our health system to ensure its sustainability for the future.

In 1999-2000, hospital restructuring continued and more health dollars were invested into front-line patient care and services including $27.4 million in cardiac care, $48 million in cancer services and $31.3 million in dialysis. Seven primary care pilot projects were introduced to provide more accessible, co-ordinated services.

To improve patient services, provide care closer to home, and reduce waiting lists in hospitals, we invested $18.6 million in MRI services, $5.6 million in new cardiac centres, $155 million in new and expanded radiation treatment facilities, and provided $375 million in funding for 12,000 more nurses, including 106 new nurse practitioners. We've also introduced a new emergency room service standard for patients to be assessed 15 minutes after registering. Mothers can remain in hospital for 60 hours after childbirth and every new mother will receive a phone call and offer of a home visit within 48 hours of discharge.

The government has worked to ensure that rural and remote communities have better access to health services and specialists by providing alternate funding agreements. And we've strengthened community-based mental health services with more mental health beds, facility improvements, training and by implementing the mental health homeless initiative. We've also renewed the Aboriginal Healing and Wellness Strategy to improve the health of Aboriginal people and promote family healing.

For seniors, we've speeded up the expansion of long-term care beds, expanded community services, such as Meals on Wheels and home care, and added more nurses to long-term care facilities and in the community.

Shifting our focus from sickness to wellness and to encourage good health habits, we've continued to support a variety of prevention programs including Healthy Babies-Healthy Children, Ontario Heart Health, the Ontario Tobacco Strategy and the breast screening program.

Planning for enough health professionals is a priority. The ministry responded immediately to the McKendry report on Physicians for Ontario by providing $11 million in funding for immediate needs and by appointing a panel of experts to recommend long-term strategies that ensure doctors and other health professionals meet the future needs of communities. And the ministry is working to implement the recommendations of the Nursing Task Force report.

Key Commitments and Strategies for 2000 - 2001

Ontario's spending on health programs and services for 2000-2001 will reach a record high of $22 billion. This is an increase of $1.4 billion over last year and the highest level of provincial health spending in the history of the government of Ontario.

This investment in health care will provide funds for:

- public hospitals and their critical programs such as dialysis and treatments for heart disease and cancer patients;
- long-term care and community care programs including 43 Community Care Access Centres and the 200 agencies that provide in-home nursing, therapy and homemaking services;
- more than 20,000 doctors, optometrists, chiropractors, physiotherapists and other health practitioners; and
- drugs for two million people.

Our strategies for 2000-2001 reflect the ministry's commitment to health and to health reform by:

- improving access to medical services;
- implementing better care practices;
- preventing illness; and
- supporting health research.

We will continue to work with other provinces to convince the federal government to become a full funding partner in the health care system.

We will anticipate the needs of a growing and aging population. The ministry will help ensure appropriate services and technology so everyone in Ontario will have access to quality health care at every stage of their lives. In 2000-2001, we will focus on research, organ donation programs, neonatal units and rehabilitation services. We will continue with our expansion of long-term care beds, increase our investment in modernizing hospitals and bringing health services closer to home.

We will expand health promotion and illness prevention activities. To help people stay healthy, we will promote flu shots and "stop smoking" programs. We will implement one of the most comprehensive strategies in North America to prevent stroke and to rehabilitate stroke victims. Investing in child health and development, we will expand our eating disorder programs, implement a new infant hearing screening program, and extend the pre-school speech and language program. We will also develop plans for asthma prevention, education and treatment. The ministry's Statement of Environmental Values outlines our commitment and support of environmental issues in all our policy decision-making.

We will plan for enough health professionals throughout Ontario.
We will continue to work closely with the Northern Academic Health Sciences Centre and the Professional Association of Interns and Residents of Ontario. We will increase the number of spaces for medical students and offer free tuition for medical students willing to relocate and practise in under-serviced areas and specialties. We will continue to implement the recommendations of the Nursing Task Force and hire more nurses for hospitals, long-term care facilities and in the communities. Our support for research, state-of-the-art surgical techniques, and high-technology equipment, such as MRI machines, will help draw and retain the most talented specialists.

We will strengthen the health care system.
To provide better care for patients and improve access to services, we will expand and enhance our community-based health care, home care, and psychiatric services. Keeping up with advances in technology is essential to meet people's health needs in the 21st century. We will expand our primary care health network and Telehealth, a toll-free telephone advisory health service.

We will integrate health reforms to improve access.
We will fund innovative, locally developed and sponsored projects to better link health services for people in their own communities. For special need students, we will extend ministry funded health services to students in all schools.

We will enhance customer service and increase accountability.
We will introduce a Patients' Bill of Rights, hospital report cards and patient satisfaction surveys. To support a safe blood-supply system, we will fund blood conservation projects and bloodless surgery techniques. In keeping with the government's zero tolerance for fraud and to ensure the future sustainability of our health care system, we will be strengthening our detection, investigation and prosecution of people defrauding the system.

We will respond to changing needs and technology.
We will continue to be flexible in allocating resources and funds to hospitals and priority programs. For recent immigrants and others, not covered by OHIP, we will fund services to diagnose and treat TB.

Key Performance Measures

The ministry monitors its goals for an improved health care system continually. By linking the effectiveness of services to performance measures, the ministry can see how its reforms are working. Performance measures also help the ministry plan for the future sustainability of the health care system.

Community Services
Preserving and Protecting the Health of Citizens in Their Communities

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Ontarians will be among the healthiest people in Canada and the world.	Percentage of people rating their health as excellent.	Highest self-rated health in Canada. In 1998/99, 27% of Ontarians, aged 12 and over, reported their health as excellent. 90% reported their health as good or better. In other provinces, the results for those reporting their health as excellent were: Que - 27% Nfld - 27% AB - 27% BC - 24% MB - 23% PEI - 22% NS - 21% NB - 18% Sask - 18%.	Encourage healthy public policies. 90% of Ontarians will rate their health as good or better.
	Life expectancy at birth. Country Male Female Canada 75.3 81.3 France 73.9 81.9 Germany 73.0 79.5 Italy 74.4 80.8 Japan 76.4 82.8 Sweden 76.2 81.5 UK 74.3 79.7 USA 72.5 79.2 OECD Health Data, 1995.	Life expectancy will be the longest in Canada. Province Male Female Ontario 76.1 81.4 Alta 76.0 81.3 BC 76.1 81.8 Man 75.4 80.7 NB 75.2 81.2 NWT 69.8 75.8 NFLD 74.9 80.5 NS 74.9 80.8 PEI 73.9 80.8 Que 75.1 81.5 Sask 75.3 81.5 Yukon 70.9 84.4 Canada 75.7 81.4 Statistics Canada1999.	Evaluate Heart Health program. Ensure that all 37 boards of health in Ontario have alcohol risk management policies. Evaluate diabetes foot care program in northern Ontario. Coordinate adult & pediatric diabetes care/education. Monitor/enforce/review standards for chronic disease prevention, early detection of cancer injury prevention and substance abuse

			prevention programs.
	Low birth-weight rate.	Lowest rate of low-birth weight babies in Canada. In 1997, the low-birth weight rate in Ontario was 5.9%, slightly above the national average of 5.8% In 1996, Newfoundland and Alberta had the highest number of low-birth weight babies, 6.1%. Finland, with 4.1% in 1995, is a model internationally	Meet or exceed the national average of 5.8% for the rate of low-birth weight babies in Canada. Integrate Best Start program into the Healthy Babies, Healthy Children Program. Expand Healthy Babies, Healthy Children screening to include prenatal families.
Reduce premature deaths	Potential years of life lost to cancer and heart disease.	Fewest potential years of life lost in Canada. Values for 1997 for all causes of death in Ontario are lower than national. Ontario/Canada Total 32.3 36.2 Males41.9 47.0 Females 22.9 25.41	Maintain fewest potential years of life lost in Canada. Complete implementation of tobacco control initiatives. Increase by 25% the number of women being screened in the breast screening program. Increase the number of women screened for cervical cancer.
Improve outcomes for children through prevention and early intervention.	Percentage of families receiving Healthy Babies, Healthy Children services and/or linked with other community services.	100% of newborns screened for developmental risk factors. 100% of mothers will receive a telephone call within 48 hours of hospital discharge and offered a home visit. 100% of high risk families will be offered home visiting services and/or be linked with other community services. (Long-term targets)	Screen 100% of live births for risk factors related to child development. Call 70% of mothers within 48 hours of discharge and offer a home visit by a public health nurse Offer 9,000 (100%) high risk families home visiting services and/or other community services.
Ontarians can choose from an increasing range of health services that let them remain in their homes and communities.	Number of long-term care community services used.	Maintain the % of people over 75 living in the community. In 1996, 86% of Ontarians over 75 lived in the community.	86% of Ontarians over 75 will live in the community. Report on the number of

		Increase use of LTC community services.	clients who received long-term care services in 1999/2000. Increase use of long-term care community services by an additional 11,500 clients.
Reduce premature deaths.	Infant mortality rate.	Lowest rate of infant mortality in Canada. In 1996, the infant mortality rate (deaths per 1,000 births) in Ontario was 5.7, slightly above the national average of 5.6. The NWT has the highest rate at 12.2 in Canada. Japan, with a rate of 3.8, is the international model.	Maintain lowest rate of infant mortality in Canada. Review and revise standards and requirements for reproductive health. Increase the number of boards of health to 37 that are able to deliver the mandatory reproductive health program.
Provide affordable supportive housing in the community to homeless people with mental illness.	The number of supportive housing units made available for emergency hostel users.	1,000 housing units in Toronto, Hamilton and Ottawa.	Establish 800 supportive units in Toronto, 100 units in Hamilton and 100 units in Ottawa

Professional Services
Providing Access to Primary and Specialist Care

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Enhanced access to primary care through continued implementation of primary care reform.	Number of primary care sites where reform is implemented. Percentage of targeted patient enrolment rate achieved. Number of primary care physicians joining primary care reform.	Increase number of primary care reform pilot sites to seven. Average patient enrolment in each primary care network, 75% of target enrolment. Number of physicians moving to primary care reform at seven sites, target of 275 physicians.	Implementation of primary care reform at seven pilot sites. Achieve an average of 75% enrolment at four sites, average 25% enrolment at three remaining sites. Complete conversion of 125 physicians at four sites. Complete 75% of conversion at three remaining sites.
Regional access to professional services in communities across the province.	Availability of general practice doctors and specialists province-wide and in under-serviced areas.	Increase the number of doctors and specialists practising in areas with fewer doctors per population than the provincial average.	Report on the availability in under-serviced areas. Maintain effective working relationships with provider associations to address service delivery and expenditure management issues.
			Develop solutions for emergency departments

			through Phase III.
		Increase the number of months of rural and northern medical education taken by doctors in training.	Sign up at least 10 medical students for free tuition in exchange for working in under-supplied areas.
	Number of Nursing Task Force Recommendations implemented.	Implementation of all recommendations over next 5 years.	Continue implementation of all recommendations to support nurse training and education, nursing research, retention and recruitment, and nursing leadership in health organizations.

Institutional Services
Providing Acute and Long-Term Institutional Care

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Ontarians receive appropriate institutional care.	Percentage of days spent by patients in a hospital when another type of facility would be more appropriate.	1999/2000 target was 8.5% days.	Decrease the percentage of days by at least 0.1%.
	Number of beds available in long-term care facilities.	A 35% increase (an additional 20,000 beds) in long-term care beds.	By March 31, 2001,an additional 1,327 long-term care beds will be in operation. To achieve target of 2,000 beds committed in 1998 funding has been accelerated.

Policy and Planning
Developing Direction for Health Care and Monitoring Quality and Performance

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
High level of public satisfaction with government-funded health services	Ontarians' ratings of quality, availability and accessibility of health services.	A public survey to provide the basis for establishing targets and quantitative commitments for 2000/2001 is underway. 1998/99's National Population Health Survey identified a 95% positive response in Ontario on availability of services, a 1% increase from 1996/97.	Incorporate questions on public satisfaction with health services in an Ontario survey that compares to other provinces, with statistics available in 2000/2001.
Increase accountability by rooting out waste, fraud and abuse.	% of referrals for investigation and to review committees. Number of fraud investigations undertaken.	For next five years, increase % of referrals, ensuring minimum of 100 referrals annually to Medical Review Committee. % of referrals to fraud programs for investigation.	Increase awareness of fraud programs by ministry staff and implement communications plan.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Health and Long-Term Care

Operating**	$20,600 million
Capital	$1,344 million
One-time Major Operating	$286 million
	9380 staff

Community Services

Operating	$4,846 million
Capital	$16 million
	2615 staff

Long-Term Care Community Services
Community Mental Health
Community Health Centres
Drug Programs/Assistive Devices/Home Oxygen
Substance Abuse
Registration and Claims
Disease Prevention and Health Promotion
Community Laboratory Services
Emergency Health Services
Integrated Services for Children

Professional Services

Operating	$5,352 million
	150 staff

Physicians
Health Services Organizations/Independent Health Facilities
Midwives
Other Practitioners
Underserviced Area Program
Northern Health Travel Grants
Clinical Education

Institutional Services

Operating**	$10,172 million
Capital	$1,328 million
	5780 staff

Hospital/Psychiatric Hospitals
Long-Term Care Facilities

Policy and Planning

Operating	$78 million
	140 staff

Integrated Policy and Planning
District Health Councils
Regulatory Agencies
Research

Internal Administration

Operating**	$152 million
	695 staff

Corporate Services
Information Technology
Other corporate functions
Health Sector Year 2000

Note: Staff numbers are shown as full-time equivalents as of March 31, 2000
*PSAB-based (Public Sector Accounting Board)
**Excludes health care restructuring and major one-time costs

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of Health and Long-Term Care

Operating**	$21,988 million
Capital	$291 million
	5550 staff

Community Services

Operating	$5,282 million
Capital	$54 million
	2255 staff

Long-Term Care Community Services
Community Mental Health
Community Health Centres
Drug Programs/Assistive Devices/Home Oxygen
Substance Abuse
Registration and Claims
Disease Prevention and Health Promotion
Community Laboratory Services
Emergency Health Services
Integrated Services for Children

Professional Services

Operating	$5,500 million
	145 staff

Physicians
Health Services Organizations/Independent Health Facilities
Midwives
Other Practitioners
Underserviced Area Program
Northern Health Travel Grants
Clinical Education

Institutional Services

Operating**	$11,024 million
Capital	$237 million
	2310 staff

Hospital/Psychiatric Hospitals
Long-Term Care Facilities

Policy and Planning

Operating	$90 million
	145 staff

Integrated Policy and Planning
District Health Councils
Regulatory Agencies
Research

Internal Administration

Operating**	$92 million
	695 staff

Corporate Services
Information Technology
Other corporate functions
Health Sector Year 2000

Note: Staff numbers are shown as full-time equivalents. *PSAB-based (Public Sector Accounting Board)
**Excludes health care restructuring and major one-time costs

Who to Call

We welcome questions or comments about the ministry's business plan.
Please send them to:
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Toronto ON M7A 1N3

Fax: (416) 327-8791

INFOline: 1-800-268-1153
In Toronto: (416) 314-5518
TTY: 1-800-387-5559
Web site/e-mail: http://www.gov.on.ca/health

You can also contact:
Minister's Office
Hilary Short (416) 327-4300

For Community Services and Hospitals
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MINISTRY OF INTERGOVERNMENTAL AFFAIRS

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Norman W. Sterling

I am pleased to present the 2000-2001 business plan for the Ministry of Intergovernmental Affairs which outlines our achievements for 1999-2000 and our commitments for 2000-2001.

The Government of Ontario is committed to act constructively to strengthen Canada's federation. The ministry helps the province manage and support the often-complex relationships that Ontario has with other governments.

The ministry champions Ontario's interests with the federal government in several program areas that touch directly or indirectly on the lives of everyone in Ontario. These issues include health care financing and reform, social programs, and the need for Ontarians to be treated fairly through federal programs such as labour market development and training.

During the past year, the ministry worked closely with its provincial and territorial counterparts, as well as the federal government, as it pursued the vision of strengthening Canada and preserving national unity, while promoting an Ontario that is both strong and prosperous.

The ministry also devoted considerable effort implementing the Social Union Framework Agreement. Signed by First Ministers in 1999 (the Premier of Quebec did not sign the agreement), the accord is intended to make social programs more efficient and effective for all Canadians by providing a framework for co-operation and accountability among the governments that finance and deliver these programs. While some progress was made, implementing and improving the agreement will continue to be a priority for the ministry.

In 2000-2001, the ministry will continue to work diligently with other governments in Canada and key U.S. States on major issues that have an impact on the people of Ontario and Canada. I encourage you to read about how our ministry managed its business last year and how we plan to advance Ontario's intergovernmental priorities.

The Honourable Norman W. Sterling
Minister of Intergovernmental Affairs

Ministry Vision

The Ministry of Intergovernmental Affairs' vision is to ensure that Ontario continues to play a constructive role in strengthening the Canadian federation and in preserving national unity, while promoting a strong and prosperous Ontario.

The ministry will provide strategic advice to support and advance Ontario's priorities of encouraging economic growth and jobs, making social policies more effective, and improving the efficiency and accountability of government.

The ministry will continue to work with the federal and provincial governments to strengthen Canada by effectively implementing A Framework to Improve the Social Union for Canadians, in order to make both levels of government more accountable to taxpayers and to get governments working together to provide efficient, effective and reliable health care and social programs for Canadians.

The ministry will also work with other ministries to promote Ontario's interests and help ensure that the people of Ontario, who make an important contribution to all of Canada, receive adequate funding from the federal government for social programs, such as health care and labour market training programs.

Core Businesses

The Ministry of Intergovernmental Affairs' primary core business is to provide strategic policy advice to the Premier, Cabinet and the minister on leading issues that are intergovernmental in nature.

Ontario is involved in a variety of complex federal, provincial and interprovincial policy and program issues, ranging from health care and tax cuts to farm aid and infrastructure.

Developing policy and communications advice on a co-ordinated strategy for managing these diverse issues enables provincial decision-makers to maximize Ontario's success in reaching its intergovernmental objectives. Within this core business, the ministry has four inter-related functions:

Rebalancing and Renewing the Federation

The Canadian federation is constantly evolving. The ministry is involved in both formal and informal efforts to rebalance and renew the federation. This work has potentially significant implications for national unity. The federation is strengthened when practical and non-constitutional change demonstrates that the Canadian political system is efficient and flexible.

The ministry works to improve partnerships and relationships with other provinces by gathering information and maintaining contacts with officials in other provinces.

Ontario's Relations with the Federal Government

The ministry provides corporate strategy and advice to help the government effectively conduct Ontario's relations with the federal government on leading issues. The ministry helps to co-ordinate the intergovernmental activities of other Ontario ministries to ensure that Ontario's positions are strongly advanced and co-ordinated, including the demand that the federal government programs treat Ontarians fairly.

Ontario works closely with all other provinces and territorial governments to develop positions. Priority issues being pursued with the federal government include tax cuts and full and immediate restoration of federal funding for health care, as well as implementing the Social Union Framework Agreement to improve social programs for Ontarians.

First Ministers' and Premiers' Conferences

The Ministry of Intergovernmental Affairs organizes and co-ordinates Ontario's participation in First Ministers' and Premiers' Conferences. Working with other ministries, MIA assists in the development and co-ordination of Ontario's policy and communications objectives for these and other major intergovernmental meetings.

The ministry also works with other ministries to make preparations for provincial/territorial and federal/provincial/territorial ministers' meetings. The goal is to ensure that Ontario's position at sectoral meetings is consistent with the province's integrated intergovernmental objectives and with the outcomes of First Ministers' Meetings and Premiers' Conferences.

National Unity

Ontario's approach to renewing the federation through practical, non-constitutional change advances the province's interest in promoting national unity.

The ministry monitors events and opinions within Quebec, and advises on the potential national unity implications of actions the Ontario Government may be considering. It also reviews national unity initiatives undertaken by the federal government.

Annual Report on Key Achievements for 1999-2000

The Ministry of Intergovernmental Affairs was successful in meeting its objectives at several key intergovernmental meetings, reflecting its goals of strengthening the Canadian federation and preserving national unity while promoting a strong and prosperous Ontario.

Meetings included the 1999 Annual Premiers' Conference and a special meeting of Premiers in February 2000, as well as meetings of the Ministerial Council on Social Policy Renewal which has representatives from all the provincial and territorial governments as well as the federal government.

At the 1999 Premiers' Conference, the Ontario Government promoted a balanced approach to the provincial and territorial discussions on the allocation of the federal budget surplus. The Ontario Government took the position that federal taxes should be reduced and that the federal government's transfer fund cuts under the Canada Health and Social Transfer (CHST) should be fully and immediately restored.

The Premiers and Territorial leaders reaffirmed their call urging the federal government to continue to reduce Employment Insurance premium rates to previous levels, given the large and growing surplus in the EI account.

They also identified children's issues as a top priority and, consistent with children's health and education being primarily areas of provincial responsibility, took steps to address the key children's issues within their jurisdictions, demonstrating leadership in this area.

At the February 2000 meeting, the Premiers continued to call for federal tax cuts, and for full and immediate restoration of the CHST funding. The federal government was also urged to introduce an appropriate escalator so that restored funding would keep pace with increasing costs of health care and demands in the future, and to remove the ceiling on equalization.

During the year under review, Premier Harris, supported by the efforts of the Ministry, led the call by Premiers for reduced federal taxes in order to increase employment and improve Canada's competitiveness.

Income tax reductions in the 2000 federal budget were seen by the Ontario Government as "an important first step", but the budget did not fully restore the CHST funding. Lack of adequate funding for health care continues to cause dismay.

Following the federal budget announcement, Quebec Premier Lucien Bouchard, on behalf of all Premiers, wrote to the Prime Minister, urging him to convene a First Ministers' meeting on health care. The Prime Minister declined to call an early meeting, although the Premiers and Territorial Leaders continue to promote health care as a top priority to be addressed with long-term funding by the federal government.

Another major intergovernmental issue for the ministry has been progress on implementing the Social Union Framework Agreement, signed by provinces and territories with the exception of Quebec in February 1999.

Designed to make social programs more efficient and effective for all Canadians by providing a framework for more co-operation between governments, the agreement is known as Canada's Social Union. The Council on Social Policy Renewal has met several times to help develop the process for implementation

Since the signing, the ministry has been working with other provincial and territorial governments and with the federal government to implement the framework agreement.

Ontario sees an effective dispute avoidance and resolution mechanism as critical to the successful implementation of the agreement.

Under the agreement, the ministry began reviewing post-secondary education, training, health, social services and social assistance to see if there were any residency policy requirements that present barriers to the freedom of movement of Canadians to pursue opportunities anywhere in Canada.

In the area of agriculture, due to the strong position taken by the Ontario Government, the province's 67,000 farmers and their families received their fair share of federal agriculture safety-net funding, an additional $30 million or more. The Ontario Budget committed a 40 per cent share, to bring the total amount of safety-net funding for farmers to about $230 million per year.

Key Commitments and Strategies for 2000-2001

The Ministry of Intergovernmental Affairs will continue to be a principal source of strategic advice on intergovernmental issues, reflecting the Ontario Government's goal of strengthening the Canadian federation and preserving national unity while promoting a strong and prosperous Ontario.

The ministry will continue to provide strategic advice to the Minister and Premier on national unity issues, monitor events in Quebec and the other provinces, and advise on the potential national unity implications of the government's actions.

In its relationship with the federal government, the ministry will continue to seek to protect Ontario's interests by working with other Ontario ministries to make sure that the province's positions, including the need to ensure that federal programs treat Ontarians fairly, are resolutely advanced and carefully co-ordinated.

The ministry will work with other provinces and territories and key U.S. states on issues of mutual interest.

The ministry will continue to provide support for the minister in his role on the Ministerial Council for Social Policy Renewal. The successful implementation of the Social Union Framework Agreement is a priority of the Council. The accord includes provisions relating to principles for social policy, the use of federal spending power and dispute settlement mechanisms.

The ministry will work with other ministries to ensure that Ontario's positions are consistent with Ontario's intergovernmental objectives and decisions of First Ministers' Meetings and annual Premiers' Conferences..

Key Performance Measures

Core Business: Strategic Intergovernmental Advice			
Goals/Outcomes	**Measures**	**Targets/Standards**	**2000-2001 Commitments**
Strengthen the federation and preserve national unity while promoting a strong and prosperous Ontario.	MIA will evaluate achievement of its objectives at key intergovernmental meetings such as the Annual Premiers' Conference, First Ministers' Meetings and Ministerial Council on Social Policy Renewal.	MIA's ongoing goal is to achieve its objectives at key intergovernmental meetings.	MIA will continue to evaluate its achievement of its objectives at key intergovernmental meetings where MIA is the lead Ontario ministry.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Intergovernmental Affairs	
Operating	$4.0 million
	30 staff

Strategic Intergovernmental Advice	
Operating	$3.3 million
	29 staff

Ministry Administration	
Operating	$0.7 million
	1 staff

Note: Staff numbers are shown as full-time equivalents

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of Intergovernmental Affairs

Operating	$5.0 million
	35 staff

Strategic Intergovernmental Advice

Operating	$4.3 million
	34 staff

Ministry Administration

Operating	$0.7 million
	1 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

Who to Call

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MINISTRY OF LABOUR

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Chris Stockwell

Ontario's booming economy made for a busy and successful year at the Ministry of Labour -- for workers and employers.

In health and safety, the lost-time injury rate has been reduced by 29 per cent since 1995, occupational exposure limits for hazardous substances are being updated and inspections and orders issued have increased by 43 and 89 per cent respectively since 1995.

The young people of this province are our future and we are determined to protect them on the job. The highly effective Young Worker Awareness Program has been extended to more students, and health and safety instruction is now offered in Ontario high schools.

In our global economy, investors have numerous options; they're well informed and results oriented. They turn to Ontario not only for its economic potential but also for its stable labour relations. Both employers and trade unions recognize this and we're in an era of new compromise and co-operation between workers and employers. More than 95 per cent of all collective agreements are reached without a work stoppage.

Ontario workers and contractors, through the *Fairness Is A Two-Way Street Act (Construction Labour Mobility), 1999,* now have greater access to work in Quebec, especially in the Hull area.

The year ahead promises further change as we propose legislation which would, if approved by the Legislature, implement the Government's Blueprint and Throne Speech labour commitments. These changes will build on our achievements to date by continuing to improve workplace democracy.

We will continue to foster healthy and harmonious workplaces. We will continue to promote policies that encourage safe workplaces, more jobs, increased growth and investment.

The Honourable Chris Stockwell
Minister of Labour

Ministry Vision

The Ministry of Labour's vision is to create an environment that makes Ontario's workplaces among the safest in the world, where people are treated fairly and where employers and employees work together in harmony. We believe such conditions occur when the workplace parties have co-operatively developed the capacity to meet or exceed minimum employment and health and safety standards. We also believe that such conditions foster economic growth, job creation and give Ontario a competitive advantage. Our job is to help employers and employees reach these goals.

Core Businesses

Three core businesses fulfil the mission of the Ministry of Labour:

Occupational Health and Safety -- setting, communicating and enforcing occupational health and safety laws to reduce or eliminate workplace injury or illness in the workplace. This covers occupational health and safety primarily in the construction, mining and industrial sectors. The goal is to create an environment that makes Ontario workplaces among the safest in the world -- workplaces where safety, productivity and competitiveness are inter-connected.

Employment Rights and Responsibilities -- establishing and promoting fair, flexible and enforceable employment laws such as the *Employment Standards Act* and *Pay Equity Act* to ensure workers are protected. The ministry secures compliance through promotion, consultation, inspection, investigation and enforcement initiatives. The legislation ensures that employees are protected by minimum standards of employment covering wages and working conditions.

Labour Relations -- promoting and maintaining balanced, stable and harmonious labour relations to encourage greater self-reliance in the workplace and make Ontario an attractive place in which to work and invest. The ministry's labour relations activities focus on the settlement of workplace disputes under various employment-related statutes; assistance in the settlement of collective agreements; and the provision of collective bargaining information.

Annual Report on Key Achievements for 1999-2000

The Ministry of Labour continued to strengthen its commitment to its goal of ensuring safe, fair and harmonious workplaces in Ontario. A key achievement in 1999-2000 was the spring passage of the *Fairness is a Two Way Street Act, (Construction Labour Mobility),1999* as the government acted decisively to level the playing field for Ontario construction workers, contractors and truckers attempting to obtain work in Quebec. The Jobs Protection Office continues to monitor access to the Quebec market and provide advice to Ontario contractors and workers seeking to do business in Quebec.

Occupational Health and Safety

All Ontarians continue to reap the benefits of the Ministry of Labour's ongoing successful prevention strategy which has resulted in a decline of 29 per cent in the lost-time injury rate over four years since 1995.

Key to this success is the effective partnership network the ministry has built with the Workplace Safety and Insurance Board (WSIB) and the Health and Safety Associations (HSAs). The ministry has a solid platform for improving safety in Ontario's workplaces, and continues to emphasize that prevention is the key to safer, more productive and competitive workplaces.

As well, the ministry expanded its prevention message into Ontario schools by adding health and safety content to the Grade 9 curriculum.

The ministry consulted with labour and industry on updating Ontario's occupational exposure limits, and to determine best compliance and enforcement practices.

Employment Rights and Responsibilities

Globalization and workplace change continue to impact on Ontario's workforces and workplace relationships. In response, the ministry needs to ensure that workplaces can operate with the necessary flexibility while continuing to maintain legislated workplace standards.

The employment standards call centre service was extended to all but the Ottawa area in the fall of 1999, providing high quality service and easy access to key information for both employers and workers.

Labour Relations

The ministry continued to achieve its goal of maintaining harmonious labour relations as, once again, 96 per cent of labour disputes were settled without a strike or lockout.

In the broader public sector the ministry had another busy and productive year. The ministry continued to work effectively to help resolve several complex transitional labour relations issues initiated by broader public sector restructuring. The ministry's mediators played a key role in the City of Toronto dispute, where outside workers were able to negotiate a first agreement without a strike or lockout.

The ministry also helped conclude agreements in the hospital and firefighting sectors by, in the majority of cases, enabling negotiated rather than arbitrated settlements.

Key Commitments and Strategies for 2000-2001

The Ministry of Labour embraces the principle that safe, fair and harmonious workplaces are critical and necessary components to achieving the government's goal of creating and retaining jobs in Ontario and making the province more competitive, both domestically and in the global economy.

To support this goal, the ministry has focused its strategy on establishing a legislative and regulatory environment that will make Ontario a highly attractive place in which to live, work, invest and raise a family. Key elements of this strategy include:

- Establishing, communicating and enforcing modernized policies that are effective in improving the health, safety and fair treatment of Ontario workers, while eliminating unnecessary red tape and responding to significant economic and demographic shifts;
- Encouraging labour-management harmony within the province's workplaces;
- Fostering self-reliance that enables business and labour to meet or exceed employment and health and safety standards with the goal of creating working conditions that are among the best in the world;
- Following through on the government's commitment to deficit reduction and a smaller, leaner, more efficient public service that is more customer focused.

Specific areas of focus include proposed reform of employment standards to increase flexibility for both employers and workers while strengthening operational and regulatory provisions to prevent illness and injury in the workplace.

The ministry will also continue to support the government's commitment to fiscal prudence and efficiency by implementing a comprehensive fiscal savings strategy and improving customer service delivery in the workplace safety and insurance system.

Key Performance Measures

Core Business: Occupational Health and Safety

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
An environment that makes Ontario workplaces among the safest in the world, where employers and employees prevent injury and illness.	Rate of lost-time injuries resulting from workplace accidents.	An average six per cent yearly reduction in the rate of lost-time injuries, as part of an overall reduction target of 30 per cent by 2000-2001.	Achieve five-year lost-time injury rate reduction of 30 per cent.

Core Business: Employment Rights and Responsibilities

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Fair pay and working conditions.	Rate of compliance with the *Employment Standards Act* and *Pay Equity Act*.	Increase rate of compliance with the *Employment Standards Act* and *Pay Equity Act* in targeted sectors by 20 per cent over five years.	Conduct proactive inspections in targeted sectors to validate compliance levels and establish annual compliance commitments.
Effective and accessible service to clients.	Turn around time for completed investigations.	Close 70 per cent of cases within 60 days.	Close 40 per cent of cases within 60 days.

Core Business: Labour Relations

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
A harmonious and stable labour relations environment in the public and private sectors.	Settlements of disputes without strike or lockouts.	95 per cent settlement rate of all disputes without strike or lockout.	Achieve 95 per cent settlement rate of all disputes without strike or lockout.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Labour
Operating $101 million
1,195 staff*

Occupational Health and Safety
Operating $43 million
619 staff*

Occupational Health and Safety Labour Policy
Mine Rescue Training
Occupational Health and Safety Operations
Workplace Safety & Insurance Advisory Program

Labour Relations
Operating $19 million
198 staff*

Labour Relations Policy
Labour Management Services
Ontario Labour Relations Board
Public Service Appeal Boards

Employment Rights and Responsibilities
Operating $21 million
262 staff*

Employment Rights and Responsibilities Labour Policy
Employment Standards
Pay Equity

Ministry Administration
Operating $18 million
116 staff*

Minister/Parliamentary Assistant and Deputy Minister's Offices
Internal Administration

***Note:** Staff numbers are shown as full-time equivalents.

2000 - 2001 Ministry Approved Allocations by Core Business*

Ministry of Labour

Operating $100 million
1,295 staff*

Occupational Health and Safety

Operating $43 million
680 staff*

- Occupational Health and Safety Labour Policy
- Mine Rescue Training
- Occupational Health and Safety Operations
- Workplace Safety and Insurance Advisory Program

Employment Rights and Responsibilites

Operating $22 million
264 staff*

- Employment Rights and Responsibilities Labour Policy
- Employment Standards
- Pay Equity

Labour Relations

Operating $19 million
233 staff*

- Labour Relations Policy
- Labour Management Services
- Ontario Labour Relations Board
- Public Service Appeal Boards

Ministry Administration

Operating $16 million
118 staff*

- Minister/Parliamentary Assistant and Deputy Minister's Office
- Internal Administration

***Note:** Staff numbers are shown as full-time equivalents.

*PSAB based

Who to Call

Questions or comments about the ministry's business plan are welcomed. For more information, call:

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http://www.gov.on.ca/LAB/main.htm

MANAGEMENT BOARD SECRETARIAT

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Chris Hodgson

Management Board Secretariat (MBS), like a head office, provides direction for high-quality, cost-effective services and programs across government. With Cabinet Office and the Ministry of Finance, we are responsible for: ensuring the best use of taxpayer dollars; leading productive change; and driving the Ontario Government's quest for service excellence, openness and accountability.

Over the past year, MBS continued to improve internal operations and to carry out cross-government programs that improved the availability and quality of service to the people of Ontario. Our over-riding goals for the year were to further streamline the government's administration and to integrate services. Our achievements helped give Ontarians maximum value for their tax dollars.

Some of the highlights of this document include the following:

Last year: we opened 57 Government Information Centres across Ontario; we successfully met the Year 2000 challenge; and we finalized efforts to streamline business and technology services through the Shared Services Bureau, the Internal Audit Division, and the Office of the Corporate Chief Information Officer.

This year: we will continue to streamline the government's administrative operations; we will begin development of the Ontario Smart Card; we will continue to advance and support the use of the Internet in delivering services to the public as part of an overall plan to use technology to increase the efficiency and effectiveness of government (e-government); we will remain committed to gaming policies and programs that are socially responsible, regulated, and responsive to community and stakeholder concerns; and we will prepare for further bargaining agent negotiations with a goal of negotiating fair and responsible agreements for employees and taxpayers.

As the Chair of Management Board of Cabinet and as the minister responsible for Management Board Secretariat, I encourage you to review our achievements of the past year and our plans for 2000-2001.

Chris Hodgson

The Honourable Chris Hodgson
Chair, Management Board of Cabinet

Ministry Vision

Management Board Secretariat (MBS) is committed to making the Ontario Government the best run public service in the world, in order to provide service excellence and value for money to the people of Ontario.

Ministry Mission

In support of our commitment to deliver quality services and value for money to the Ontario public, MBS will effectively manage government resources and provide ministries with standards, leadership and integrated solutions to achieve government priorities. As part of the government's commitment to accountability, MBS leads responsible, regulated and responsive gaming policies and programs.

Core Businesses

MBS maintains responsibility for five core businesses: Corporate Controllership, Information and Information Technology, Shared Services, Realty Services, and Gaming Policy and Program Development. Effective April 1, 2000, the Archives of Ontario moved to MBS from the Ministry of Citizenship, Culture and Recreation and became part of the Information and Information Technology core business.

Corporate Controllership

MBS shares the corporate controllership function with the Ministry of Finance and Cabinet Office to ensure an effective and efficiently run Ontario Government. MBS helps the government achieve its financial-management objectives across the Ontario Public Service (OPS) by: coordinating and monitoring business and resources planning; providing integrated internal audit services; acting as the employer and establishing corporate human resources policies and planning; and leading OPS-wide restructuring projects. A major part of MBS' role is to develop the internal standards, practices and policies that help all ministries achieve their objectives and manage their programs, services and resources -- people, money, information technology, realty assets -- and to undertake government-wide change projects.

Information and Information Technology

The OPS spends more than $650 million a year on information and information technology and employs about 2,500 public servants to manage and deliver information and information technology services. As an ongoing measure to ensure the government receives good value from its investments in technology, MBS is implementing a strategy for using technology to: deliver quality services to the public; improve efficiency and accountability; and create innovative, cost-efficient programs for both internal and external customers. MBS, through the Office of the Corporate Chief Information Officer, leads and coordinates the government's information and information technology activities.

As part of the Information and Information Technology core business, the Archives of Ontario provides corporate leadership in the management and preservation of information which is critical to effective, efficient and accountable government and ensures public access to Ontario's collective memory. Its key roles are to develop and promote government-wide standards for managing government information and to identify, preserve and make accessible recorded information of long-term value.

Shared Services

Established in 1998, the Shared Services Bureau delivers high-quality, internal business support services, such as financial and payroll processing, benefits administration, procurement and general administration services, to ministries and agencies across the province. By consolidating (under a single management team) business support staff from across the OPS, the Shared Services Bureau contributes to a streamlined government and enables the OPS to concentrate on its core business -- delivering coordinated, consistent, quality services to their customers.

Realty Services

MBS contracts the management of provincial real estate and accommodation services to the Ontario Realty Corporation, a crown corporation that reports to a Board of Directors made up of private and public sector experts. The Ontario Realty Corporation is responsible for managing the government's real estate portfolio, real estate sales, real estate policy and planning advice, as well as coordination of facilities management.

Gaming Policy and Program Development

The government is committed to developing gaming policies and programs that are socially responsible, tightly controlled and regulated, and responsive to community interests and stakeholder concerns. This core business encompasses policies for charity casinos, slot machines at racetracks, aboriginal charity casinos, commercial casinos and traditional lotteries in Ontario.

Effective April 1, 2000, the Ontario Lottery Corporation and the Ontario Casino Corporation were consolidated to achieve efficiencies; and share knowledge, experiences and expertise. The newly consolidated Ontario Lottery and Gaming Corporation is responsible for day-to-day operations and reports to the Chair of Management Board of Cabinet.

Annual Report on Key Achievements for 1999-2000

Improved Customer Service

To enhance Ontarians' access to government products and services, MBS coordinated the launch of 57 Government Information Centres (GICs) across Ontario increasing the number of one-window service venues for government information. One-window service provides an outlet where members of the public can get information about various government services all at one place. Each GIC has a public access terminal offering the opportunity for the public to browse the Internet, ministry Web sites and other electronic services (e-government). In addition, the package of services and information offered at the GICs has been standardized across the province and includes a "lost identification" package to assist people in replacing a number of government identification cards.

MBS has continued the work with Bell Canada as well as the federal and municipal governments to make the Blue Pages in local telephone directories easier to use. The service listings of all three levels of government (federal, provincial and municipal) were integrated and re-organized by subject rather than by departments or levels of government. The Toronto and Waterloo region directories were the first to be published in the new format and were distributed in March 2000.

Effective April 1, 2000, MBS completed the transfer of Regional Delivery Restructuring, Publications Ontario, and Access and Inquiry Services, which includes the Blue Pages project, to the Ministry of Consumer and Commercial Relations (MCCR). These changes were undertaken to align these services with other public services in MCCR and to give Ontarians access when, where and how they want it.

MBS successfully led the government in meeting the Year 2000 challenge. Government operations and service to the public were uninterrupted through the century date change. At the same time, MBS continued to implement the government's information and information technology strategy. Achievements last year included establishing the organizational and policy foundations, and beginning to build the common information technology infrastructure that will enable the government to improve services to the public and streamline its internal operations. MBS also established a project management office and began planning for the development of a smart card. For more information about the government's information and information technology agenda, visit the special Web site at www.cio.gov.on.ca

To promote recruitment and meet public demand, MBS created an Internet site, GOJobs, that advertises career opportunities across the OPS. GOJobs is one of the top three links people access when they visit the Ontario Government's ever improving Internet home page www.gov.on.ca. Another customer focused innovation on the government's Web site was MYOntario Web. This site helps users find items of interest more quickly. A prototype was made available in the fall and due to its success is now being expanded.

Internal business support functions were consolidated in the Shared Services Bureau (SSB) resulting in opportunities to identify and implement best practices and process efficiencies. The SSB also established formal business relationships with its customers through the negotiation of service level agreements.

The Ontario Lottery Corporation installed slot machines at eight racetracks to preserve and enhance the 45,000 jobs in Ontario's horse racing industry and agricultural sector; and operated charity casinos in Sault Ste. Marie, Brantford and Point Edward that provided $100 million which was distributed through the Trillium Foundation for funding charities and not-for-profit organizations.

The government continued to ensure the responsible management of gaming in Ontario. To improve efficiency, legislation was passed to amalgamate the Ontario Lottery Corporation and the Ontario Casino Corporation into the Ontario Lottery and Gaming Corporation (OLGC) effective April 1, 2000.

MBS supported the Ministry of the Attorney General in finalizing the First Nations Fund to distribute the Casino Rama net revenues to the First Nations across Ontario within an accountable framework. Other highlights of the year included completing the distribution of the Advance Funding Program to benefit over 6,500 charities across Ontario and supporting the Ministry of Health and Long-Term Care's $10 million program for addressing problem gambling.

Open, Accountable and Effective Management

As the government's corporate manager and general administrator, MBS guides virtually all government administrative operations. As a result, it plays a vital role in helping the Ontario Government ministries and agencies deliver service excellence and good value for money to the people of Ontario.

During fiscal 1999-2000, MBS monitored an operating budget of $47.6 billion (excluding public debt interest) and a capital budget of $4.5 billion. Through diligent resource planning, MBS was instrumental in helping the government reach its financial objective of a balanced Ontario budget by the close of 1999-2000 (based on interim year-end results).

MBS further integrated financial, human resources, information technology and accommodation planning. As in previous years, MBS introduced improvements to the business plan process to support ministries in using business planning as a year-round tool to assist multi-year planning, effective decision-making and public reporting.

Through collective bargaining, MBS balanced employee and taxpayer interests. In addition, MBS developed human resources strategies and modern policies on staffing, performance management and on learning and development programs to revitalize the OPS and better meet its business needs. Members of the public now enjoy greater access to public service job opportunities and the new performance management policy will serve as a foundation for moving to pay for performance for employees. MBS began the OPS renewal by hiring 100 recent post-secondary graduates into internship positions.

The government implemented the Workforce Information Network system in two ministries to provide human resource information to managers, employees and human resource staff. It also set up an interim call centre to guide staff on initially using the system.

MBS developed a Privacy Impact Assessment Guide to help ministries evaluate the full range of policy issues associated with new programs that significantly affect personal information management practices to ensure that privacy issues are adequately addressed.

The Shared Services Bureau (SSB) effectively planned and managed the transfer of business support functions (such as payroll, financial processing, procurement and generic training) from 18 diverse ministries into an integrated organization under one management team. The SSB also established a billing process that links costs to service levels.

In keeping with the Ontario Government's goal to create a more efficient government, the Realty Services, through the Ontario Realty Corporation, contracted facility management and land management services in the Greater Toronto Area and southwest region to the private sector.

Key Commitments and Strategies for 2000-2001

Improving Customer Service

MBS will continue to offer ministries the guidance and support they need to manage change and deliver high-quality programs to their customers. It plans to further support decision-making across government by refining performance measurement to help ministries assess how their programs contribute to government objectives.

As the employer of approximately 61,000 public servants, the government remains committed to maintaining a highly skilled and motivated workforce: one that is equipped to meet the evolving business needs of the OPS. To renew and revitalize the public service, and ultimately benefit the public, MBS will enhance the Human Resource Strategy by introducing new learning and development programs and materials to the OPS and establishing policies that provide more opportunities for external candidates to apply for jobs with the government. Other important initiatives scheduled for the coming year include setting the strategic framework and objectives for the next round of collective bargaining.

The Shared Services Bureau (SSB) will shift its focus from building the organization to transforming its business. Business process improvement will be based on the implementation of best practices in payroll, financial processing and procurement, all enabled by the effective use of technology. The SSB will develop and pilot new service channels for vendor invoice tracking, Web-ordering and generic training registration. Operational standards will be tied to standardized performance measures. Customers will be provided with self-service access to a range of services through telephone and Intranet delivery channels.

In response to public demand for more choice and convenient service delivery, the government will continue its efforts to better use technology to streamline operations, improve services to the public and integrate services across government. During 2000-2001, MBS will develop and implement key components of the common information technology infrastructure. This includes steps to address privacy, security and legal issues, continuing development of an Ontario smart card and further expanding the information and services available to the public and businesses of Ontario through the Internet and other electronic service delivery channels.

To implement past commitments, the Ontario Lottery and Gaming Corporation will continue work to build a permanent casino in the Niagara Falls area, establish a charity casino in Thunder Bay, complete the program of slot machines at racetracks, and proceed with new development at Casino Rama. Revenues from the Casino Rama First Nations Fund will begin to flow to benefit the First Nations across Ontario.

Effective April 1, 2000, the Archives of Ontario was transferred from the Ministry of Citizenship, Culture and Recreation to MBS. The Archives of Ontario plays a fundamental role in information management within the OPS. The move of the Archives to MBS will facilitate the strengthening of corporate information management. The Archives also has a large public clientele and will improve public access to its historical information holdings through effective use of the Internet and other technologies.

In other initiatives earmarked for 2000-2001 and beyond, MBS will:

- fully implement the Agency Reform Commission's recommendations on training, best practices, quality service and measurement of effective management performance;
- implement a quality service plan developed after a thorough assessment of current management processes and customer service delivery to further improve quality and customer service in all MBS operations;
- improve public access to Ontario's archival resources by providing 7 day/24 hour distance connection to online searchable databases containing descriptions of the Archives' unique collection of textual, photographic and library holdings.

Open, Accountable and Effective Management

MBS will continue to emphasize responsible financial management, the best use of resources, and the promotion of openness and accountability by reporting to the Legislature and providing public access to information. By providing value-added internal audit services, MBS will also help the government achieve its business objectives, identify and manage risk, and improve the cost effectiveness and reliability of programs, systems and operations.

MBS, through the Office of the Corporate Chief Information Officer (OCCIO), is responsible for leading implementation of the government's information and information technology (I and IT) agenda. This includes effectively managing I and IT in the OPS and using I and IT to support the achievement of business goals. To meet the government's governance and accountability goals, MBS will lead the development of I and IT plans that are fully integrated with Business Planning and Allocations, maintain strong controllership and adopt new I and IT performance measurement and performance management processes. Also in the coming year, the OCCIO will develop and implement information technology procurement practices that will enable the government to go to market faster and respond to business requirements quicker, while maintaining sound procurement principles of transparency and fairness.

During 2000-2001, the Ontario Realty Corporation (ORC) plans to complete its transition to a realty service organization which uses private sector service providers to deliver quality services at reduced costs. The ORC will develop policies and business practices to manage the government real estate portfolio in a way that reflects industry standards and best practices. It will also conduct a detailed analysis of the government's property and buildings, and develop comprehensive strategies to retain, renovate or sell assets, posting its proposed sales plans on the Internet for public information.

To ensure that the public has a voice in gaming decisions that affect their community, the government will develop a process and referendum regulations that would require communities to approve any additional charity casinos, commercial casinos and charity casinos at racetracks in Ontario, beyond those already announced. In addition, MBS will develop an Internet gaming strategy that encompasses the regulation of Internet gaming, enhances public awareness and regulates gaming opportunities sponsored by the province.

To further improve management, MBS also plans to:

- complete the roll-out of the Workforce Information Network system to all ministries by March 31, 2001;
- update the *Public Service Act*;
- develop and implement an OPS-wide management development curriculum and a service quality curriculum.

Key Performance Measures

Core Business: All Core Businesses

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
1. Policies, practices, advice and services which foster effective and efficient management of the OPS	% of MBS customers, clients and stakeholders surveyed who are satisfied with MBS' services	90%	Each of the ministry's business areas will achieve 80% satisfaction. Realty Services commits to a 60% satisfaction rating for 2000-2001.

Core Business: Information and Information Technology; and Shared Services

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
2. Quality business services at the best possible price to ministries.	% of services priced at market average for comparable services.	100%	For OCCIO and SSB: 85% of services benchmarked in 1999-2000 will be priced at market average or below. Baseline costs and benchmark pricing will be established for services that were fully migrated to SSB in 1999-2000.
3. Archival records of the government preserved and accessible to the public.	% of customers satisfied with client services.	93% customer satisfaction level (based on 1997-1999 customer service survey)	Maintain or better 93% customer satisfaction level.

Core Business: Realty Services

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
4. Efficient operation of government owned and leased office space.	Operating cost in dollars per square foot.	Within 10% of industry standard average.	An operating cost per square foot for owned government office space of $6.15 is expected to be within 10% of the industry average.

Core Business: Gaming Policy and Program Development

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
5. Cost effective gaming operations	Ratio of operating cost for Ontario Lottery and Gaming Corporation to revenue/sales.	Improve ratio of operating costs to sales for Ontario Lottery and Gaming Corporation. The amounts are being determined by the OLGC and are currently unavailable.	New standards/targets established and commitments in use. New operating costs to sales revenue to be determined for new consolidated Ontario Lottery and Gaming Corporation.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals (1)

Management Board Secretariat

Operating	$288 million (2)
Capital	$18 million
	2,635 staff

Corporate Controllership

Operating	$136 million (2)
Capital	$0 million
	605 staff

Information and Information Technology

Operating	$56 million
Capital	$0 million
	465 staff

Shared Services

Operating	$(48) million (2 & 3)
Capital	$0 million
	1,060 staff

Realty Services

Operating	$72 million
Capital	$18 million
	325 staff

Gaming Policy and Program Development

Operating	$27 million (4)
Capital	$0 million
	15 staff

Internal Administration

Operating	$45 million
Capital	$0 million
	165 staff

Notes:

(1) PSAB-based; staff numbers are shown as full-time equivalents; financial numbers restated to match 2000-2001 core business structure;

(2) MBS Interim Actuals include Public Service/OPSEU Pension Plan and OPS Severance Costs (net) which are represented as separate lines in the Ontario Budget;

(3) operating expenses of $96 million adjusted for net OPS pension gains of $144 million in accordance with PSAB accounting requirements, producing net reduction to expenses of $(48) million;

(4) includes $25 million funding for charities, particularly those affected by cancellation of roving Monte Carlo Program.

2000-2001 Ministry Approved Allocations by Core Business (1)

Management Board Secretariat

Operating	$1,215 million (2)
Capital	$12 million
	2,630 staff

Corporate Controllership

Operating	$1,220 million (2)
Capital	$0 million
	685 staff

Information and Information Technology

Operating	$57 million
Capital	$0 million
	530 staff

Shared Services

Operating	$(147) million (2 & 3)
Capital	$0 million
	1,130 staff

Realty Services

Operating	$49 million (4)
Capital	$12 million
	145 staff

Gaming Policy and Program Development

Operating	$2 million (5)
Capital	$0 million
	15 staff

Internal Administration

Operating	$34 million (6)
Capital	$0 million
	125 staff

Notes:

(1) PSAB based; staff numbers shown as full-time equivalents;

(2) includes Public Service/OPSEU Pension Plan and government Contingency Fund (budget in MBS, but, expensed in respective ministries) which are represented as separate lines in the Ontario Budget;

(3) operating budget of $101 million adjusted for net OPS pension gains of $246 million in accordance with PSAB accounting requirements, producing net reduction to budget of $(145) million; 2000-2001 net gains greater than 1999-2000 actuals as a result of Pension Plan amendments expensed in 1999-2000;

(4) decrease in 2000-2001allocation result of long term accommodation savings and lower allocation for marketing of surplus properties;

(5) decrease in 2000-2001 allocation over 1999-2000 actuals result of expiration of fund for charities affected by cancellation of Roving Monte Carlo Program;

(6) decrease of Internal Administration allocation from 1999-2000 actuals primarily result of end of one-time Year 2000 funding.

Who to Call

Questions or comments about the ministry's business plan are welcome. Visit www.gov.on.ca/mbs or call:

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MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Tony Clement

At the Ministry of Municipal Affairs and Housing we strive to build better communities with strong local economies and a good quality of life for all Ontario residents. Thanks to strong economic growth in the province and job creation at record levels, we are making considerable progress towards those goals.

During 1999-2000 we passed the *Fewer Municipal Politicians Act,* creating more efficient government in the regions of Haldimand-Norfolk, Hamilton-Wentworth, Ottawa-Carleton and Sudbury. Taxpayers are reaping the benefits from less costly municipal governments and local service realignment. The proof is in the numbers. In 1999, half of Ontario municipalities either held the line or reduced local taxes for homeowners.

Also last year, we signed an agreement with the federal government which will help us transfer social housing to municipalities, subject to the approval of the legislature. To help the homeless, we began implementing the first phase of a rent supplement program to provide up to 10,000 needy individuals and families with affordable housing.

In 2000-2001, we will continue along the same track. Our ministry will work with municipalities to find still further ways to become more efficient by sharing best practices and measuring the effectiveness and efficiency of local services. We will promote environmental protection in local land use planning. We will continue to improve the administration of social housing and lower its costs as we move to introduce legislation which if passed would transfer this responsibility to municipalities. We will look for ways to simplify building regulations to support a strong housing market.

I am very pleased to present to our clients and all taxpayers our business plan for 2000-2001. I encourage you to read about how our ministry managed its businesses last year and how we plan to build better communities across Ontario in the year ahead.

The Honourable Tony Clement
Minister of Municipal Affairs and Housing

Ministry Vision

Our ministry's vision is an Ontario made up of strong communities, each with dynamic local economies and an attractive quality of life, featuring:

- efficient local governments committed to excellence, accountable to taxpayers and responsive to local needs;
- a housing market that serves the full range of housing needs of Ontarians, protects tenants, encourages private sector building and provides opportunities for affordable housing.

Core Businesses

The Ministry of Municipal Affairs and Housing is responsible for four major businesses: local government, land use planning, housing market and building regulation.

Local Government

The ministry encourages municipalities to provide strong community leadership and high quality services. Our aim is a strong local government sector in Ontario that is responsive to the diverse needs of local citizens and businesses. To achieve this, the ministry works with the municipal governments on an ongoing basis to improve local services delivery, to reduce costs for local taxpayers and to encourage environmentally-responsible decision-making.

Land Use Planning

Communities that are well-designed and planned are better able to attract jobs and investment. We work to achieve this through a land use planning system that is simple and streamlined and where the municipalities have the major role in planning decisions. However, the ministry identifies and protects provincial interests and promotes sound infrastructure planning, environmental protection, economic development and safe communities. By moving toward a system of performance measurement, the ministry and municipalities will be able to evaluate the effectiveness of land use policies and decisions.

Housing Market

The ministry works for a strong housing market where social housing is well managed and integrated with other social services at the local level and where consumers are offered choices in housing and protection from unfair practices. We encourage the private sector and support agencies to produce new affordable housing, including rental housing. The ministry promotes a healthy, competitive rental market in which tenants are protected from unfair rent increases and evictions and where landlords and tenants have access to a simple, fast and inexpensive system to resolve disputes.

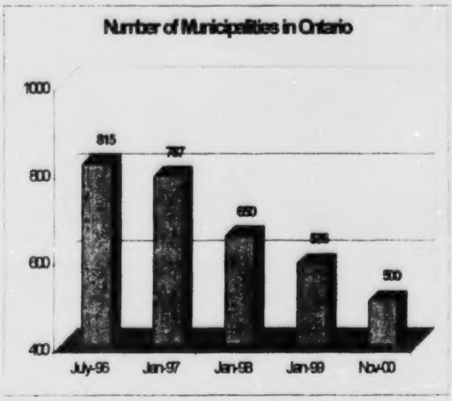
Building Regulation

The ministry administers the Ontario Building Code, which governs construction of new buildings and the renovation and maintenance of existing buildings. We work with the municipal and building sectors to improve and streamline building regulations that will lead to more development and more construction jobs while still protecting public safety. The ministry provides building code users with advice and information so that they can implement building code technical requirements more consistently. We strive to make it easier to resolve disputes about the building code and to introduce new technologies into the building industry.

Annual Report on Key Achievements for 1999-2000

By the end of 1999-2000, the ministry had achieved noteworthy successes in making local governments better, more accountable and less costly and fostering a vibrant housing market that meets the needs of the consumer.

The ministry continued to reform local governments across Ontario to make them more efficient and save local taxpayers money. During the year, the legislature passed *The Fewer Municipal Politicians Act*, which reformed local government in the regions of Haldimand-Norfolk, Hamilton-Wentworth, Ottawa-Carleton and Sudbury in time for the November 2000 municipal elections. The legislature approved legislation reducing the size of Toronto City Council from 57 to 44 councillors, thereby improving the council's efficiency and saving taxpayers an annual $4 million.



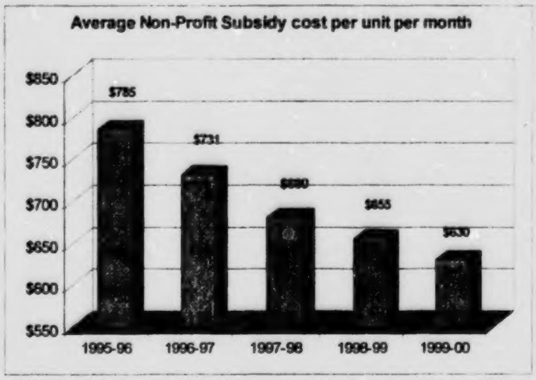
By year's end, restructuring orders had been signed that will reduce the number of municipalities from 815 in 1996 to 500 by the November 2000 elections. As a result, the number of municipal councillors will have been further reduced from 4,586 in 1996 to 3,140.

To support our goal of high quality services and savings for local taxpayers, the ministry helped develop ways to measure the effectiveness and efficiency of local services. The ministry and 55 volunteer municipalities worked together on the Municipal Services Performance Measures project, testing 80 effectiveness measures and issuing a report on the results. The ministry also supported the Regional Benchmarking project, which involves identifying and sharing "best practices" in the delivery of municipal services in partnership with regional Chairs and Chief Administrative Officers.

The realignment of local services, in which cost-shared programs have been reduced from 12 to 5, is now nearly complete. Local taxpayers are seeing direct benefits from local service realignment: information from 492 municipalities shows that in 1999, 54 per cent held the line or reduced the municipal portion of their residential tax rate. In 1999, the Ontario government also cut the education tax rate by more than 10 per cent with the result that 85 per cent of homeowners saw a decrease or no increase in their 1999 property taxes.

Also by year's end, the ministry had successfully completed an education and training program for municipal and provincial staff to explain the new municipal-provincial roles and responsibilities.

During the year, we successfully negotiated an agreement with the federal government to transfer administration of most federal social housing resources and funding to Ontario. This agreement will assist us as we move to introduce legislation which if passed would transfer the administration of social housing to municipalities. The ministry continued to achieve savings and deliver social housing more efficiently. For example, we reduced the per unit cost of public housing and also lowered the subsidy cost of the non-profit housing stock.



We surveyed local officials who will be responsible for social housing, once local services realignment is complete. The survey results demonstrated a high satisfaction rate with the information and training provided by ministry staff.

The ministry is committed to ensuring tenants are protected from unfair rent increases and encouraging good maintenance and repair of rental buildings. In fact, the number of monthly applications from tenants concerning illegal rent increases was lower than forecast during the year. The ministry also set the rent increase guideline at 2.6 per cent for the year 2000, the lowest increase in the 25-year history of rent regulation in Ontario.

The government is fulfilling its promise to help the homeless. As part of a $50 million initiative, funds were allocated to 47 communities across Ontario as the first phase of a rent supplement program to provide up to 10,000 needy individuals and families with affordable housing. The ministry also moved to stimulate the construction of affordable rental units by introducing the Affordable Rental Housing Incentive Program. This innovative $4 million program offers builders a provincial sales tax grant of up to $2,000 per unit for the construction of affordable rental housing.

The ministry formed the Building Regulatory Reform Advisory Group (BRRAG) to support the Red Tape Commission's call for streamlining of building regulations. BRRAG, which includes representatives of the building industry, municipalities, consumer groups and the insurance industry, will recommend ways to make the regulatory system simpler and less costly.

Key Commitments and Strategies for 2000-2001

Over the next year, the ministry will continue to manage its businesses in a way that is responsible and responsive to all Ontarians. The ministry recognizes that the dollars we spend belong to taxpayers and it is our job to be accountable to taxpayers for spending this money wisely.

We will continue to encourage municipalities to look for ways to lower taxes and reduce the number of politicians through restructuring. While we expect fewer new restructuring proposals due to the upcoming municipal elections, we anticipate a total of 140 locally-initiated restructuring proposals will be in place by March 31, 2001.

The ministry will move forward with establishing performance measurement as standard practice for all municipalities. We will work with municipalities to develop effective ways to measure the delivery of local services. Our goal this year is to get at least five per cent of Ontario municipalities sharing "best practices" with each other in the delivery of municipal services.

Earlier this year, the Minister of Municipal Affairs and Housing introduced the *Direct Democracy Through Municipal Referendums Act, 2000*. The legislation, since approved by the legislature, gives voters a stronger voice in the local democratic process by allowing municipalities to ask clear, concise referendum questions on decisions that fall within their jurisdiction. If at least 50 per cent of the eligible electors vote on the issue, the results would be binding.

The Greater Toronto Services Board will be conducting a review of its operations during the year, including its size, composition and powers and providing a report to the Minister of Municipal Affairs and Housing.

The ministry will continue to seek consensus among stakeholders for possible reform of the Municipal Act to give municipalities more accountability to deliver municipal services effectively and efficiently.

To encourage economic development in our local communities, we will continue to supply municipalities with new educational and measurement tools. For example, the ministry is actively marketing the Municipal Readiness for Economic Development project so that small and medium size communities can better determine what is needed to attract more local investment.

We are also developing the Brownfields Showcase, an information and resource kit to help municipalities clean up and redevelop abandoned or under-used industrial and commercial lands.

To minimize costly formal appeals at the Ontario Municipal Board, we will make the best use of mediation and negotiation opportunities to resolve land use planning disputes. We will also improve customer service and bring program delivery closer to our municipal clients by completing the transfer of land use planning functions from Toronto to our regional municipal services offices.

To promote environmental protection in land use planning, the ministry will apply its Statement of Environmental Values to all significant environmental decisions and continue to heighten awareness among ministry staff for these principles. The ministry will also begin preparing for a review in 2001 of the Provincial Policy Statement which identifies provincial interests such as preserving farmland and protecting natural and heritage resources.

On the housing front, the ministry will work toward a strong housing market and a construction industry that contributes to economic prosperity. We will promote a rental housing market that is healthy, competitive and protects tenants from unfair practices.

The ministry will continue to implement initiatives launched last year to help the homeless. In particular, we will provide additional rent supplement units for tenants on low incomes, offer grants equal to the provincial sales tax to builders who construct affordable rental housing, and make public lands available for affordable housing.

We plan to introduce legislation this year that, if approved, would transfer the administration of social housing to municipalities. If approved by the legislature, the transfer is expected to take up to 18 months to complete. In the meantime, we will continue to improve the administration of social housing so that municipalities will face lower costs and be able to introduce improvement in client services.

The ministry will be working with the National Research Council and other provinces to better harmonize provincial building codes with the National Building Code and we will continue our efforts to make the Ontario Building Code more flexible and responsive to innovation. The Building Regulatory Reform Advisory Group (BRRAG) formed last year to recommend ways to simplify building regulations will bring forward its recommendations for reform during the summer of 2000.

Key Performance Measures

Core Business: Local Government

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
A strong local government sector in Ontario with the capacity to respond to the diverse and changing needs of its residents and businesses	Percentage of municipal staff and councillors with access to training and tools to enhance municipal governance and management	Municipal training or support materials to be offered to staff and councillors at 100 per cent of municipalities. 75 per cent of participants/recipients who respond consider the products satisfactory.	- Develop recommended approach for five year delivery of training and support materials for municipalities and implementation plan - staff and councillors at 100 per cent of municipalities are offered one or more municipal support training programs or tools. - 75 per cent of participants/recipients who respond consider the products satisfactory.

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Local governments with an enhanced capacity to implement ongoing improvements in both the efficiency and effectiveness of local service delivery.	Municipal performance measure reporting to local taxpayers and inter-municipal sharing of best practices	By 2004, 30 per cent of municipalities share best practices arising from systems of performance measurement with each other and with their respective ratepayers.	For all municipalities: - At least five per cent of municipalities sharing best practices amongst themselves and with their respective ratepayers. - Develop strategy to promote performance measurement systems in municipalities. Regional Benchmarking project: - Ministry will participate with several municipalities in Phase 2 of a study to refine/ expand performance indicators for benchmarking two municipal services, develop performance indicators for three or more additional services and develop a methodology for capturing indirect service costs. Phase 2, to be completed this year, will identify opportunities to improve service delivery to mirror best practices. Municipal Services Performance Measures project: - Effectiveness measures will be finalized and municipal training will be undertaken for efficiency/effectiveness indicators .
	Number of municipal politicians, municipal reform initiatives and locally initiated restructurings	Municipal Restructuring Orders signed by March 31, 2001 and municipal reform initiatives will reduce number of municipal politicians from 4,586 (as of December 1996) to to 3,050 by March 31, 2001. 140 locally-initiated restructurings completed by March 31, 2001 (since December 31, 1996).	Municipal Restructuring Orders signed by March 31, 2001 and municipal reform initiatives will reduce number of municipal politicians from 4,586 as of December 31, 1996 to 3,050 by March 31, 2001, a 33 per cent reduction. Complete 140 locally-initiated restructurings by March 31, 2001 (since December 1996)

Core Business: Land Use Planning

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Simplified and streamlined land use planning system	Percentage of applications requiring provincial decisions which are appealed to the OMB when the province has not made a decision within the legislated timeframes	No more than one per cent of applications requiring provincial decisions are appealed to the OMB when the province has not made a decision within the legislated timeframes	No more than two per cent of applications requiring provincial decisions are appealed to the OMB when the province has not made a decision within the legislated timeframes (i.e. 90 days for Official Plans, Official Plan Amendments and Plans of Subdivision; 60 days for Consents).
A land use planning system that meets provincial policy goals	Provincially initiated appeals to protect provincial interests are upheld by Ontario Municipal Board (OMB) decisions.	90 per cent success rate for provincially-initiated appeals on decisions made by the OMB	75 per cent success rate for provincially initiated appeals on decisions made by the OMB.

Core Business: Housing Market

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
A healthy, competitive rental housing market with improved maintenance and investment in private rental housing.	Investment in capital repairs in applications under the new Tenant Protection Act in comparison with the former Rent Control Act	10 per cent increase in total investment for applications for capital repairs under the *Tenant Protection Act* to $2.75 million, as compared with $2.5 million in above Guideline Increase Applications in 1997-98 under the previous *Rent Control Act*	Capital expenditures claimed in Above Guideline Increase applications to increase by 10 per cent to $2.75 million.

Goals/Outcomes	**Measures**	**Targets/Standards**	**2000-2001 Commitments**
A tenant protection system which protects tenants from unfair rent increases and provides a more efficient system for resolving landlord/ tenants disputes.	Average number of applications per month regarding illegal rent increases under the Tenant Protection Act	Reduce the average number of illegal rent increase applications from 198 per month under the *Rent Control Act* to fewer than 100 per month under the *Tenant Protection Act*	The average number of illegal rent increase applications is fewer than 100 per month (as achieved in 1999-2000).
Transfer administration of social housing to the municipal level.	Municipal satisfaction with ministry's guidance to municipalities on the social housing system	75 per cent of municipal participants satisfied with ministry training sessions	75 per cent of municipal participants satisfied with ministry training sessions on the social housing system
Cost effective administration of social housing during the transition to municipal administration (note: rent subsidies to low-income tenants not affected)	Per unit cost of social housing	As a result of planned operational efficiencies, reduce the average monthly subsidy per unit for OHC provincially-owned public housing from $260 in 1995 to $213 in 2000.	As a result of planned operational efficiencies, reduce the average monthly subsidy per unit for OHC provincially-owned public housing from $260 in 1995 to $213 in 2000 (excluding capital improvements and extraordinary items).
		As a result of planned operational efficiencies, reduce the average regular monthly per unit subsidy for post-1985 non-profit projects from $785 in 1995-96 (excluding capital replacement reserves) to $648 in 1999-2000 (excluding the reinstatement of $30 million in capital replacement reserves in 1997-1998).	As a result of planned operational efficiencies, maintain forecasted average regular monthly per unit subsidy for post-1985 non-profit projects at $634, down from $785 in 1995-96.

Core Business: Building Regulation

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Uniform Ontario Building Code interpretation by Code users.	Clear, responsive and high quality program/policy advice and services to clients for the Ontario Building Code (OBC)	Ninety per cent of ministry clients agree that advice/services for the OBC support consistent interpretation and application of the building code by 2003.	- 80 per cent of ministry clients surveyed about technical code interpretations agree the interpretations support consistent building practices and enforcement actions. - 80 per cent of members of the Building Code Commission and Building Materials Evaluation Commission agree that technical and administrative supports for the two commissions support the underlying objectives of the building code. - 80 per cent of clients surveyed agree that the process for reviewing the administration and enforcement of the Building Code Act supports building officials' and the private sector's goals for a streamlined building regulatory system.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Municipal Affairs and Housing

Operating $1,725 million
1,075 staff

Local Government

Operating $124 million
145 staff

Land Use Planning

Operating $14 million
145 staff

Housing Market

Operating $ 1,552 million
545 staff

Building Regulation

Operating $4 million
35 staff

Ministry Administration

Operating $31 million
205 staff

Note: Staff numbers are shown as full-time equivalents.

*These figures are based on accounting methods set by the Public Sector Accounting Board (PSAB) which are standard for all Province of Ontario financial statements.

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of Municipal Affairs and Housing

Operating	$1,644 million
Capital	$2 million
	1,130 staff

Local Government

Operating	$42 million
Capital	$2 million
	155 staff

Land Use Planning

Operating	$14 million
	145 staff

Housing Market

Operating	$1,558 million
	575 staff

Building Regulation

Operating	$ 4 million
	35 staff

Ministry Administration

Operating	$26 million
	220 staff

Note: Staff numbers are shown as full-time equivalents.
*These figures are based on accounting methods set by the Public Sector Accounting Board (PSAB) which are standard for all Province of Ontario financial statements.

Who to Call

Questions or comments about the ministry's business plan are welcomed.

Visit our web site at www.mah.gov.on.ca or call our general inquiry line at 416-585-7041. Or address your questions to one of the following:

Communications Branch	**Laurie LeBlanc** TEL: 416-585-6900 FAX 416-585-6227 or by e-mail: laurie.leblanc@mah.gov.on.ca
Minister's Office:	**Amanda McWhirter** TEL: 416-585-7000 FAX: 416-585-6470 or by e-mail: amanda.mcwhirter@mah.gov.on.ca
Ontario Municipal Board:	**Helen Hayward** TEL: 416-326-6249 FAX: 416-327-0716 or by e-mail: helen.hayward@mah.gov.on.ca
Ontario Rental Housing Tribunal:	**Diana Macri** TEL: 416-585-7604 FAX: 416-585-6363 or by e-mail: diana.macri@mah.gov.on.ca

By Core Business

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	Patti Redmond (social housing) TEL: 416-585-6375 FAX: 416-585-7003 or by e-mail: patti.redmond@mah.gov.on.ca
Building Regulation:	**Ann Borooah** TEL: 416-585-4238 FAX: 416-585-7455 or by e-mail: ann.borooah@mah.gov.on.ca

MINISTRY OF NATURAL RESOURCES

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. John C. Snobelen

This is an exciting year for the Ministry of Natural Resources (MNR) as we redouble our efforts to protect ***Ontario's Living Legacy*** – the land use strategy that is creating 378 new parks and protected areas, providing security for forestry operations in northern Ontario, and stimulating tourism growth.

Underpinning our work will be an additional $50 million in SuperBuild funding over four years for capital works projects to support the expanded parks network and to develop new recreational opportunities.

Young people have a direct stake in ***Ontario's Living Legacy,*** which is why we're increasing our investment in youth programs and training. These jobs will help provide a head start to a new generation of resource managers and environmental professionals and will contribute to the province's future prosperity.

When the Premier announced ***Ontario's Living Legacy*** in March 1999, he launched a dynamic new chapter in the history of resource management in Ontario. As a result of this initiative, opportunities have never been greater for strengthening relationships and developing partnerships among MNR, the resource sector, environmental groups, and local communities.

Partnerships are key to delivering many ministry programs, including flood and fire response, inspection and enforcement, parks operations, data collection, wildlife reintroduction, and forest management. MNR is also involved in analyzing emerging issues, such as the impact of climate change and fluctuating water levels, and proposing appropriate action.

Ontario's natural resources sustain jobs and communities, support a healthy and diverse environment, and provide recreational opportunities. Our goal is to ensure this natural wealth is managed sustainably for the benefit of all Ontarians, and passed on to future generations.

The Honourable John C. Snobelen
Minister of Natural Resources

Ministry Vision

MNR's vision is the sustainable development of Ontario's natural resources to meet today's needs, and to ensure these resources are available for future generations. Through the sustainable development of natural resources, MNR contributes to the environmental, social and economic well-being of the people of Ontario.

As the lead conservation and resource management agency in the province, MNR pursues a mission of managing our natural resources in an ecologically sustainable way by safeguarding nature's capacity to renew itself.

The ministry has a diverse legislative mandate and a broad client base. Its mandate encompasses:

- conserving and managing Ontario's natural resources, which include our forest ecosystems, fish and wildlife resources, Crown lands and waters, and provincially significant natural and recreational environments, including provincial parks and conservation reserves;
- ensuring the public is protected from natural hazards, such as forest fires and floods, and providing emergency response services in the event of natural disasters; and
- providing for the creation, maintenance of, and access to geographic information about provincial lands, waters and natural resources.

MNR's operating philosophy is resource stewardship. The ministry acts as the custodian of our natural legacy, and safeguards the public interest in Ontario's resources. MNR is responsible for making sure the province's rich endowment of natural assets is managed in a way that ensures Ontario's natural legacy will be passed on for the enjoyment and use of future generations.

Core Businesses

Natural Resource Management

MNR manages forests, fish, wildlife, Crown lands and waters, aggregates, fuel resources, and provincial parks and protected areas sustainably, so as to provide environmental, social and economic benefits. Sustainable development recognizes and supports the needs of society in a way that is consistent with the ecological capacity of the natural environment. The programs within the core business of natural resource management strive to achieve a balance between use and protection and ensure a broad range of values is recognized, through open decision-making and integrated delivery.

Public Safety and Emergency Response

MNR protects life, property and natural resources from the natural disasters of forest fires and floods. It focuses on providing timely information about fire and flood emergencies, planning the most effective and efficient ways of dealing with those emergencies, and ensuring there is adequate capability to protect people and property, community and public infrastructure, and natural resources. This business area delivers the ministry's Aviation, Flood and Fire Management program, which includes emergency planning, flood forecasting, forest fire management, and the provision of specialty flying and non-scheduled air transportation for the Government of Ontario.

Geographic Information

MNR creates, maintains, and provides access to geographic information about provincial lands, waters and natural resources. Most of the ministry's business activities require geographic information to support sound decisions on resource management. Geographic information is also in great demand by other government ministries and industries involved in a variety of areas, including transportation, public health and safety, education, and agriculture, as well as private sector products and services.

Annual Report on Key Achievements for 1999-2000

In 1999-2000, MNR began implementing ***Ontario's Living Legacy***, a land use strategy announced in March 1999. The strategy provides direction on land use and resource management for 40 per cent of the province and commits to the biggest expansion of parks and protected areas in the history of Ontario – increasing the total protected area in the province to 9.5 million hectares, an area equal to all of Ontario south of Algonquin Park.

Interim protection was provided to 378 new parks and protected areas, as public consultations began on the regulation of the newly created protected areas. Planning for the Great Lakes Heritage Coast and Kawartha Highlands signature sites is under way, focusing on building partnerships and identifying opportunities for showcasing the natural splendour of these areas. In March 2000, the Premier announced a four-year, $15.5-million program to enhance fishing, hunting and other Crown land recreation activities in support of Living Legacy objectives.

The Ontario Forest Accord Advisory Board, comprising members from the forest industry, environmental groups and government, was established to implement the 31 commitments contained in the Ontario Forest Accord of March 1999. The Ontario Living Legacy Trust Board set out program objectives for a $30-million trust fund. The fund will be used to support the Forest Accord objectives, as well as improve fish and wildlife habitat and provide access to fishing and hunting opportunities. Intensive forest management training and collaborative forest research projects were initiated.

Visits to provincial parks increased to 9.4 million in 1999-2000, exceeding the target of 8.1 million. Park revenues totaled $36.9 million, 32 per cent above target. Through a variety of corporate partnerships, Ontario Parks generated additional revenue of about $1.5 million, which was re-invested back into the parks program. To improve customer service, Ontario Parks launched a 1-800 number in April 1999 and an on-line parks reservation system in March 2000.

In 1999-2000, the Natural Areas Protection Program provided more than $6-million in funding to help acquire 3,558 hectares of land and carried out a number of capital projects. This funding helped to secure a permanent route for the Bruce Trail, create new access points on the Niagara Escarpment, and increase protection of the Rouge Valley.

MNR stocked 8.5 million fish during 1999-2000 and invested $2.5 million in its White Lake hatchery facility. More than 500 Community Fish and Wildlife Involvement Program projects were funded, involving 18,500 volunteers. Projects included habitat restoration and monitoring fish and wildlife populations. The ministry also allocated $3 million of the $10-million Fish and Wildlife Protection and Enhancement Fund for a variety of conservation projects and activities.

To achieve sustainability, MNR must ensure compliance with resource laws and regulations in all program areas. The ministry achieved a 95 per cent rate of compliance in 1999-2000, five per cent above its target. MNR also enhanced its endangered species protection by regulating two new bird species under the *Endangered Species Act* – the prothonotary warbler and the king rail – and by completing a recovery plan for American ginseng.

The nine new CL-415 waterbombers added to the MNR fleet over the last two years, and the 52 additional initial attack fire fighters in 1999-2000, played major roles in setting an initial forest fire attack success rate of 94.4 per cent. This was the second highest success rate on record over the past five years, despite a very severe spring fire season. Firefighting and related aviation management efficiencies realized savings of $5.37 million compared to projections for the year.

During 1999-2000, MNR led the implementation of a province-wide land information system through Land Information Ontario. Key accomplishments included the launch of GeoSmart, a program to help municipalities be more competitive in the global economy and more efficient in their use of government data. This SuperBuild initiative is a component of Connect Ontario, led jointly by the Ministry of Energy, Science and Technology and MNR. MNR also collaborated with other ministries with land and resource mandates to improve and standardize access, collection, maintenance, and distribution of natural resource, environmental, geophysical and other data.

In 1999-2000, MNR improved public service through customer service training, customer service process assessment, and provision of customer-focused publications, as well as through its continued involvement in service delivery through Ontario's Government Information Centres.

The ministry expanded its youth employment program in 1999-2000 to support careers in resource management and rebuild skills in MNR.

Key Commitments and Strategies for 2000-2001

Key Commitments

MNR will continue to build on the success of Ontario's Living Legacy and will expand the program to include environmental initiatives across the province. In 2000-2001, emphasis will be on:

- providing more certainty over land use for resource-based tourism and the forest industry through the Ontario Forest Accord,
- regulating new parks and protected areas,
- enhancing outdoor recreation opportunities, including hunting and fishing,
- implementing the Great Lakes Heritage Coast initiative to protect the area's natural beauty, boost economic development and create jobs,
- expanding the Natural Areas Protection Program to acquire ecologically significant lands,
- developing tourism and recreation potential to create jobs and diversify local economies, including Legacy Landmarks to showcase natural resources,
- enhancing Ontario's species at risk program,
- expanding the Protection and Enhancement Fund for fish and wildlife, and
- developing better science, data and information to support the objectives of Living Legacy.

MNR will work with representatives from the tourism, forest and mining exploration industries to develop a framework for negotiating Resource Stewardship Agreements that will allow the resource based tourism and forest industries in Ontario to co-exist and prosper.

Ontario's competitive economic advantage of abundant water resources relies on having in place an effective policy and legislative framework to ensure the sustainability of water resources. Co-ordination and integration of water management across the province will help make sure Ontario is prepared to deal effectively with current and emerging water issues. MNR will work with other ministries to establish a framework and business plan to address the short- and long-term water needs of the province.

MNR, in partnership with other ministries, will enhance the province's management of both low and high water conditions and attempt to negotiate a binding agreement with the eight Great Lakes states and Quebec based on a common standard for the protection of the waters of the Great Lakes. The ministry will continue to implement a capital upgrade program of provincial water control infrastructure.

MNR will continue to support corporate projects and government restructuring initiatives such as Shared Services, ServiceOntario, and the Government Information Centres. An expanded youth program in 2000-2001 will provide opportunities for over 70 new interns, the majority in support of the Living Legacy program.

The ministry will pursue the expansion of public access to geographic information and advances in information technology through the Land and Resources Cluster by leading initiatives such as GeoSmart and Land Information Ontario.

MNR will work toward fulfilling the government's commitment to legally recognize the importance of hunting, fishing and conservation in Ontario. The ministry will strive to further improve the protection of vulnerable and threatened species. Major efforts will continue with other agencies to prevent raccoon rabies from becoming endemic in Ontario.

MNR will aim to maximize the rate of compliance with resource legislation by delivering an effective, professional compliance program based on a blend of promotional/education, monitoring and enforcement initiatives.

Key Strategies

Integrated Resource Management

Complex natural resource and biological systems and processes together with equally complex social and economic considerations require integrated resource management approaches. Integrated resource management involves coordinating resource management policies, programs and activities to optimize long-term benefits and minimize conflicts among programs, resource management activities and uses.

MNR will have regard for both individual and combined consequences of its policies, plans and programs, including social, economic and environmental impacts. The ministry will play a leadership role in the identification and resolution of natural resource issues (frequently involving multiple ministries, agencies and resource sectors), as well as in the facilitation of resource-based economic development.

Improving Knowledge and Information

MNR will continue to lead and support initiatives that improve the availability of accurate and timely information and scientific knowledge necessary for managing resources on a sustainable basis. The ministry needs to ensure that information from resource inventories and surveys, ongoing monitoring activities and research, and analysis of results is available for decision-making. MNR will develop and implement an information management framework that provides consistent information based on data standards, as well as common access methods and support tools.

MNR will contribute to the province's information infrastructure through leadership in the development of a provincial land and resource information system and provincial geo-referencing system.

Valuing Resources

Properly valued natural resources are essential for establishing priorities and objectives for land uses, allocating resources and setting prices for resource use, management, and development. MNR is committed to ensuring that the public receives a fair return for the use of public resources and to improving its abilities to place a value on resources, particularly in analysis and interpretation of economic, financial and social knowledge and information.

Quality Service

MNR's Quality Service goal is to increase customer satisfaction through service excellence. The ministry is also committed to continuous improvement in its management systems and support services. These goals are to be achieved by striving for excellence through leadership, meeting or exceeding service standards and being responsive to customer needs.

Honouring MNR's Statement of Environmental Values

The Ministry will continue to consider its Statement of Environmental Values when making decisions that are environmentally significant, including implementing public notice and consultation requirements of the *Environmental Bill of Rights*.

Key Performance Measures

Core Business: Natural Resource Management

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Natural resource base is sustained.	Harvest area successfully renewed.	The measure will be determined from a sample based on the independent forest audit results. The success rate recorded in the 1992 Ontario Independent Audit on harvested areas from the 1970s and early 1980s was 96%, using the standards of the day.	Achieve the benchmark of 96%. Report on major variations in renewal success rates.
	Rate of compliance with resource laws and regulations.	Standard is 90% compliance based on ministry officer contacts.	Meet standard of 90% compliance based on ministry officer contacts.
Economic and social benefits from Ontario's natural resources are sustained.	Number of fish stocked.	Measure is based on the estimated number of fish stocked in provincial waterways.	Stock 8.6 million fish.
	Level of recreational use of natural resources.	Provincial parks visits — 8.3 million (10-year average).	Maintain standard for provincial parks visits to 8.3 million (10-year average).
Natural resource base is protected.	Endangered species protected.	Ensure that all species identified as endangered are protected by regulation, under the *Endangered Species Act*.	Seek to regulate 2 additional species. Complete Sydenham River recovery plan. Prepare 2 additional recovery plans, for a total of 20 plans.

Core Business: Natural Resource Management

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
All ministry activities emphasize need to ensure high levels of customer satisfaction.	Level of customer satisfaction (general public and commercial clients).	Measure will be based on percentage of general public and commercial clients either satisfied or very satisfied with the level and quality of service provided by MNR.	Achieve standard of 85% satisfaction level by 2001-2002.

Core Business: Public Safety and Emergency Response

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Human life, property and natural resources are protected.	Fire response time.	A standard of 60 minutes response time in the intensive fire management zone.	Respond to 65% of fires within the standard of 60 minutes or less.
	Area burned in intensive and measured protection zones.	Less than 80,000 hectares/year based on a ten year rolling average.	Meet target of 80,000 hectares/year on average.
	Fire response success.	A standard of 96% of fires held to 4 hectares or in a state of 'being held' by 12 p.m. the day after the fire is reported.	Meet 96% standard.

Core Business: Geographic Information

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Economic and social benefits from Ontario's natural resources are sustained.	Percentage of the province with current resource inventory and base maps.	The objective of this measure is to report on progress to complete the Ontario base map coverage, the Forest Resources Inventory, and the Natural Resources Data Infrastructure. Under Natural Resources Data Infrastructure, reporting will focus on addressing data needs or requirements of a variety of business areas and initiatives including Ontario's Living Legacy and the Natural Resources and Values Information System.	Completion and review of a pilot with the federal government to test new technology for Ontario base mapping north of 51°N, leading to project plan and cost sharing of mapping production (subject to Federal government resourcing). Complete 95% of the Forest Resources Inventory by the end of the fiscal year. Add 10 or more new data classes into the Natural Resources and Values Information System, and establish data standards and data custodians (sustainable data maintenance models) for core natural resource data sets.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals

OLD STRUCTURE

Note: MNR realigned its core businesses during the 2000-2001 Business Planning process. The information below represents the monies spent at the end of 1999-2000 under the original core business structure.

Ministry of Natural Resources

Operating	$458 million
Capital	$97 million
	3,360 staff

Natural Resource Management

Operating	$283 million
Capital	$52 million
	2,460 staff

Geographic Information

Operating	$24 million
Capital	$0 million
	310 staff

Public Safety and Emergency Response

Operating	$126 million
Capital	$45 million
	340 staff

Ministry Administration & Main Office

Operating	$25 million
Capital	$0 million
	250 staff

Note:

1. Staff numbers are shown as full-time equivalents
2. The year start Operating Expenditure Estimate (PSAB) for 1999-2000 was $364 million. Increases in-year amounted to $93 million. The major increase items were Extra Fire Fighting $47 million and Y2K $12.9 million.
3. MNR's net expenditure (Cash) for 1999-2000 does not include recoveries from Special Purpose Accounts, other ministries, and other programs within the ministry. The ministry's recoveries in 1999-2000 amount to $122.1 million, broken down as follows:

Parks Special Purpose Account	36.9
Fish and Wildlife Special Purpose Account	50.4
Forest SPA and Trusts	3.6
Recoveries from other ministries/programs	31.2
Total	**122.1**

1999 - 2000 Ministry Spending by Core Business - Interim Actuals

NEW STRUCTURE

Note: MNR realigned its core businesses during the 2000-2001 Business Planning process. The information below represents how monies would have been spent in 1999-2000 if the new core business structure had been in place. It is provided to facilitate comparison between last year's spending and 2000-2001 planned spending.

Ministry of Natural Resources

Operating	$458 million
Capital	$97 million
	3,360 staff

Natural Resource Management

Operating	$267 million
Capital	$52 million
	2,415 staff

Geographic Information

Operating	$57 million
Capital	$0 million
	395 staff

Public Safety and Emergency Response

Operating	$112 million
Capital	$45 million
	320 staff

Ministry Administration & Main Office

Operating	$22 million
Capital	$0 million
	230 staff

Note:

1. Staff numbers are shown as full-time equivalents
2. The year start Operating Expenditure Estimate (PSAB) for 1999-2000 was $364 million. Increases in-year amounted to $93 million. The major increase items were Extra Fire Fighting $47 million and Y2K $12.9 million.
3. MNR's net expenditure (Cash) for 1999-2000 does not include recoveries from Special Purpose Accounts, other ministries, and other programs within the ministry. The ministry's recoveries in 1999-2000 amount to $122.1 million, broken down as follows:

Parks Special Purpose Account	36.9
Fish and Wildlife Special Purpose Account	50.4
Forest SPA and Trusts	3.6
Recoveries from other ministries/programs	31.2
Total	**122.1**

2000-2001 Ministry Approved Allocations by Core Business Plan

Ministry of Natural Resources

Operating	$376 million
Capital	$83 million
	3,400 staff

Natural Resource Management

Operating	$250 million
Capital	$62 million
	2,420 staff

Geographic Information

Operating	$39 million
Capital	$8 million
	400 staff

Public Safety and Emergency Response

Operating	$61 million
Capital	$13 million
	335 staff

Ministry Administration & Main Office

Operating	$26 million
Capital	$0 million
	245 staff

Note:

1. Staff numbers are shown as full-time equivalents.
2. The year-start number is PSAB based. No in-year adjustment.
3. MNR's approved allocation does not include recoveries from Special Purpose Accounts, other ministries, and other programs within the ministry. The ministry's recoveries in 2000-2001 are budgeted at $105.1 million, broken down as follows:

Parks Special Purpose Account	32.0
Fish and Wildlife Special Purpose Account	53.2
Forest SPA and Trusts	1.4
Recoveries from other ministries/programs	18.5
Total	**105.1**

Who to Call

We welcome questions or comments about the ministry's business plan. More information about the ministry and its programs can be found on our Web site at www.mnr.gov.on.ca/MNR/

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MINISTRY OF NORTHERN DEVELOPMENT AND MINES

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Tim Hudak

As Minister of Northern Development of Mines, I am pleased to present our 2000-2001 business plan, outlining our strategies to build a strong Northern Ontario economy and a vibrant, sustainable provincial minerals sector. I believe we can look forward with confidence to the year ahead.

Northern Ontario businesses continue to enhance their competitive skills. They are taking advantage of the province's favourable business climate to develop, expand and attract investment to the North, and they are looking outward to world markets with new confidence. By focusing on innovation, new technology, job expansion and sustainable development, they are helping Ontario build a prosperous and vigorous future. The Ontario government supports northern enterprise by investing in infrastructure, which we believe is important for the future.

Through our Northern Highways Program and the Northern Ontario Heritage Fund Corporation (NOHFC), we are building bridges, renewing community assets, expanding and rehabilitating major highway links, funding telecommunications networks, enhancing northern health care and fostering partnerships that will create jobs, growth and prosperity. This year, we are investing $246.1 million, the largest investment ever, to rehabilitate and expand northern highways and proceed with major system expansion. In addition, the Heritage Fund has been enhanced and expanded, with funding doubled to $300 million over five years.

We are also working to make Ontario the most attractive jurisdiction in the world for mineral investment. We understand the importance of an industry that, each year, contributes $4 billion to $7 billion to the Ontario economy, $1.8 billion in exports and 17,000 direct jobs to the province.

We will reduce the mining tax rate from 20 per cent to 10 per cent over five years, provide a 10-year tax holiday for new remote mines, and increase tax incentives to investors in mineral exploration through a flow-through share incentive.

Operation Treasure Hunt, our ambitious geoscience survey program to identify new exploration targets, and which has already produced promising results, has been extended. We also announced $3 million in new funding to enable the Ontario Geological Survey to research and develop advanced technologies for mineral exploration in Ontario.

All our programs, services and policies have one purpose – to provide the tools that will help the North excel and prosper in the new economy. As we enter the new millennium, I know that the skilled and innovative people of Northern Ontario can look ahead to the future with optimism and enthusiasm.

The Honourable Tim Hudak
Minister of Northern Development and Mines

Ministry Vision

The vision of the Ministry of Northern Development and Mines is of a Northern Ontario economy and provincial minerals sector that are healthy, competitive and sustainable.

To support a healthy, competitive and sustainable regional economy, we focus on the support of job creation and retention. By working in partnership with community and sectoral stakeholders, we help develop and diversify local economies, and provide northern businesses with opportunities to compete in export markets. In addition, our direct presence and hands-on approach provide residents with ready access to government programs and services.

To support a healthy, competitive and sustainable minerals sector, we promote a positive business climate that will encourage investment and exploration and help Ontario maintain its standing as a world leader in this sector. We gather and interpret geological information and administer the Mining Act in a fair, consistent manner. To broaden the economic base, we help domestic mining equipment and services companies compete with the best in the world.

Core Businesses

To promote northern economic development and co-ordinate the delivery of programs and services in the North.

Northern Ontario extends across two time zones for about 2,000 kilometres from the riding of Parry Sound-Muskoka to Kenora. Its size, climate and rugged terrain create unique economic and social challenges for the people who live in this vast region. As the ministry serving Northern Ontario, we help transcend these challenges. Our role is to listen to northerners, respond to their concerns and carry their views forward.

Through our program **Policy Voice for the North**, we give northerners the opportunity to participate in the development of government policy. We work with all provincial government ministries and agencies to make sure northern voices are heard. We help ensure that provincial government decisions reflect northern needs and work with others to develop policy on issues that are significant for the North.

We are the lead for restructuring and service delivery in Northern Ontario, and operate and administer 28 **Government Information Centres (GICs)**. Through a network of client service advisors located in these centres and four other offices, we provide northerners with access to a wide range of government programs and services.

Our **Regional Economic Development** Branch provides advisory and consulting services for key economic sectors in each of the North's six service areas. Area team members develop sectoral strategies and co-ordinate consultations with clients as part of our Policy Voice for the North. Through partnership agreements, they deliver programs and services for this ministry and other ministries. They support the Northern Ontario Heritage Fund Corporation (NOHFC) by promoting programs, evaluating proposals and monitoring projects.

Our **Trade and Investment Marketing** Branch promotes business opportunities in Northern Ontario. Many of these opportunities are unique to the region, with its rich natural resource base and highly specialized support services. Program activities include organizing and participating in trade shows, conferences, investment seminars, and incoming and outgoing trade missions. We also develop promotional and direct mail materials and organize one-on-one meetings.

In collaboration with the SuperBuild Corporation, we **co-ordinate provincial investment in public infrastructure** in Northern Ontario, including highways, winter roads, access roads, local roads in unincorporated areas and community infrastructure. We make sure these investments reflect provincial, regional and community priorities.

Through our **Northern Highways Program**, we rehabilitate and expand the North's highway network.

Our agency, **the Northern Ontario Heritage Fund Corporation (NOHFC)**, helps develop the North's infrastructure by supporting telecommunication improvements, transportation initiatives, regional tourism enhancement projects and other economic development initiatives. Another agency of our ministry, the **Ontario Northland Transportation Commission (ONTC)** supports business and economic development in the northeast by providing transportation and telecommunications services.

To enhance mineral sector competitiveness and ensure the sustainable development of Ontario's mineral resources.

We serve the provincial minerals industry by promoting a healthy business climate that encourages investment and exploration, and we help Ontario maintain its standing as a world leader in this sector.

Through our **Mining Lands** program, we administer the Mining Act in a way that provides equitable management of Ontario's mining land tenure system. Meanwhile, our **Mines Group** takes a proactive role in mine rehabilitation to ensure that mine sites are closed down in a safe and environmentally sound manner, as prescribed by the Mining Act.

In our geoscience programs, the **Ontario Geological Survey** undertakes regional geological mapping to help the exploration industry assess the resource potential of Ontario and facilitate the selection of exploration targets. We administer the recently extended **Operation Treasure Hunt**, which was originally announced in 1999 as a two-year initiative that will expand and improve Ontario's geoscience infrastructure by uncovering new mineral exploration targets. Our **Resident Geologists** work directly with the industry in the field to provide expert geological consultation and advisory services. A world leader in Internet access, we further support the industry in its work by collecting, analyzing, managing and publishing earth science information.

By marketing and promoting Ontario's competitive advantages, we foster mineral sector growth. We play a lead role in developing and advocating initiatives that will create an improved climate for mineral investment. Through our business arm, ***GEO Enterprises Ontario***, we market mineral exploration and development opportunities and provide geoscience consulting services to clients around the world.

We also help create an environment that is conducive to mineral sector investment by initiating and completing initiatives that streamline the regulatory regime. We do this in an environmentally sustainable manner as reflected in our Statement of Environmental Values.

Annual Report on Key Achievements for 1999 - 2000

Building a Strong Northern Ontario

MNDM contributes to northern prosperity by making capital improvements to vital services, building leading-edge telecommunications infrastructure, leading local service restructuring in the North, improving accessibility to health services and encouraging the creation of new jobs.

The Ontario government continues to deliver on its promise to rebuild the northern highway system. For the third year in a row, the province made record investments in northern highway infrastructure improvements. The 1999-2000 allocation of more than $202 million represented an increase of $46 million – nearly 30 per cent – over the year before, bringing the total expenditure to $650 million between 1996 and the end of 1999.

During 1999-2000, MNDM and the Ministry of Transportation (MTO) undertook 34 new major capital construction projects in Northern Ontario. In addition, more than 300 minor capital highway improvements were initiated. This resulted in the rehabilitation of more than 800 kilometres of lane, the expansion of 24 kilometres of lane (widening and passing lanes), the rehabilitation of 11 structures and the construction of four new structures.

Infrastructure also supports quality of life and health care improvements. Our consultations with northerners led us to introduce two new NOHFC programs last year, the Capital Assistance for Small Communities Initiative and the Capital Assistance for Small Primary Health Care Facilities Program.

Under NOHFC's Capital Assistance for Small Communities Initiative, we helped 275 small communities, First Nations and unincorporated areas in the North with funding of $26.6 million to build, renew or enhance community services. The program provided these communities with up to $100,000 for infrastructure projects of importance to them, including community centres, fire stations and septic systems.

The Capital Assistance for Small Primary Health Care Facilities Program provided up to $50,000 to small primary health care facilities and up to $350,000 to small hospitals to upgrade medical equipment and renovate or expand buildings. The NOHFC approved 110 projects and committed a total of $12.3 million to small northern hospitals, community health centres, aboriginal health access centres, nursing stations, and medical and dental centres owned by municipalities or hospitals.

During 1999-2000, the NOHFC approved $104.2 million in funding to 444 projects that focused on sustainable economic development. This funding levered a further $234.1 million in private-sector and partner funding to generate an estimated 4,054 jobs for northerners. Since October 1996, when the Fund was refocused, NOHFC has approved 671 projects for funding of $233.6 million, levering an additional $561.6 million, to create an estimated 3,322 direct and 5,097 indirect jobs.

Our Northern Services Implementation Project (NSIP) Team continued to help northern communities accept the new responsibilities associated with local service restructuring. The *Northern Services Boards Act* was proclaimed, allowing the team to focus its efforts on helping communities achieve greater efficiencies in delivering core services. The team also worked with communities and the Ministry of Community and Social Services to successfully launch District Social Service Administration Boards (DSSABs) across the North.

Through our network of Government Information Centres, northern development offices and area teams, we are now able to make it easier than ever for northerners to have access to government programs and services and make their voices heard. We continue to provide northerners with opportunities for input and we speak on behalf of the North at Queen's Park.

Six integrated area teams provide a focal point for economic development in Northern Ontario. They deliver a variety of the government's economic and social development programs and services in northern communities. In 1999/2000, area team staff, together with six Business Self-Help Officers, responded to 20,000 inquiries and facilitated more than 250 workshops in which 4,500 northerners participated.

Making the Most of Ontario's Mineral Wealth

Our Mines and Minerals Division continued to create conditions conducive to the success of Ontario's mineral sector by reducing regulatory red tape, attracting exploration investment, expanding geoscience databases and enhancing client service.

To further stimulate exploration, the Ontario government announced in 1999 a $19-million, two-year initiative to expand and improve its geoscience infrastructure and uncover new opportunities in Ontario. Now extended, *Operation Treasure Hunt* collects new geoscience information through airborne geophysical surveys and surficial geochemical surveys.

In its first year, *Operation Treasure Hunt* added 105,000 line kilometres of new magnetic and electromagnetic survey data to the province's knowledge base. By the end of the summer of 2000, MNDM will have released seven new airborne geophysical studies and three new lake sediment studies. The program also includes bedrock map compilation with mineral deposits database updates, lithogeochemistry surveys, methods development research (such as geochemical or geophysical modeling), aggregate investigations, industrial mineral studies, data management, and CLAIM map and product dissemination.

In CLAIMaps II, we are developing a tool that will allow us to offer enhanced Internet access to mining lands information. CLAIMaps II will provide a seamless consistent base to our client group, with improved navigation. CLAIMaps II will join our Earth Resources Mineral Exploration (ERMES) Web site in providing 24-hour-a-day access to data and images formerly available only at our regional offices.

We continued to work with the Ministry of Natural Resources and our stakeholders to define areas of high mineral potential within proposed parks and protected areas of *Ontario's Living Legacy*. We are developing regulations for environmentally sensitive exploration on these lands and putting in place a process to deregulate significant finds out of the park in a way that will ultimately result in an enlargement of parkland.

We are also moving forward with new regulations for closure plans and rehabilitation of lands including detailed provincial standards and new financial assurance requirements. In addition, we are working with other ministries, industry and the public to put in place a mineral policy that reflects economic, environmental and social considerations.

Last September, the Ontario government officially launched its program of minesite cleanup and rehabilitation. The program is on schedule, with work either underway or completed at 34 sites identified as first-year priorities. At the North Coldstream Mine site near Thunder Bay, buildings and mine structures were removed, and grading and revegetation work will be completed this summer. In Timmins, major rehabilitation work continues on the former Hollinger mine site.

Contracts are also underway to cap or backfill physical hazards at 32 other sites across Ontario.

The Ontario government invested $2 million in the program's first year, and plans to spend $5 million in the second and $10 million in each of the third and fourth years to clean up physical and environmental hazards and restore these lands to productive use.

The Ontario government is also moving ahead to establish the province as a global leader in mining policy formulation and geoscience research.

Last March, Ontario hosted the successful first-ever World Mines Ministries Forum in Toronto. A total of 300 ministers, senior government officials and industry representatives from 52 countries participated in the first global meeting for mines ministers. Discussions focused on how to create a successful, environmentally friendly, socially responsible mining industry. Ontario has committed to host a second forum in 2002.

Also in March, the Ontario government announced that it will establish a Mines and Minerals Research Centre (MMRC) at its geoscience facility in Sudbury. Modelled on research parks in other countries, the MMRC will help foster a culture of innovation, encourage business investment and create high-quality jobs for the future.

Key Commitments and Strategies for 2000-2001

Build confidence in the North as a good place to live, work and invest.

We will invest in infrastructure that can leverage investment, through such vehicles as the NOHFC and the SuperBuild Corporation, and help lay the foundations for future growth. By ensuring that our policies and regulations are evaluated for their potential impacts on the business community, we will ensure that we do not impose unwarranted barriers to business growth. Working in partnership with our stakeholders in Northern Ontario's urban, rural and remote communities, we will respond to regional and community priorities and foster locally relevant, locally driven economic development solutions. By identifying and promoting opportunities for growth and investment, we will help investors, businesses and communities realize the full potential of the Northern Ontario economy.

Foster a globally competitive Northern Ontario.

We will work to ensure that our regulations, policies and programs respond to changing economic conditions around the world, thereby helping to foster a globally competitive northern economy and provincial minerals sector. By investing judiciously in infrastructure improvements and initiatives that boost the competitive position of Northern Ontario and the provincial minerals sector, we will strive to build on regional and sectoral strengths. We will support initiatives to broaden the economic base of the north, including activities that capitalize on information and other emerging technologies. These initiatives will help lay the foundations for sustained growth in the future. By fostering positive and productive trade and investment relationships, we will promote Northern Ontario exports and opportunities. We will promote a culture of innovation in the North through investments that foster ingenuity.

To reinforce Ontario's position as one of the safest, most attractive places in the world for mining investment, the government has introduced draft legislation that would create a self-regulating organization of professional geoscientists in Ontario. This legislation would enhance the professional standing of Ontario's geoscientists, better protect the public and improve investor confidence.

Focus on creating conditions that favour the creation of good, secure, well-paying jobs.

We will help northerners create the conditions for growth, investment, job creation and opportunity by supporting our community and industry partners in their efforts to promote economic development and attain competitive advantages. Our encouragement of private sector investment in Northern Ontario will help create jobs. By developing and implementing sectoral strategies and initiatives, we will foster growth in the resource-based and emerging industries to promote job creation. We will invest in high technology infrastructure to foster smart northern communities and help lay the groundwork for northern jobs in the new economy.

Consult, represent and communicate with our client groups.

By consulting, representing and communicating with client groups and the public, we will assure key stakeholders that they do have the ability to advocate effectively for regionally responsive provincial government policies, programs and initiatives. We will win the commitment of our communities to partnerships that deliver results for the region by assuring residents of Northern Ontario that their unique needs are recognized by their provincial government and reflected in provincial policies, programs and initiatives. We will communicate to residents of Northern Ontario that we are focused on developing and supporting northern solutions and we will help build business and consumer confidence in the northern economy.

Support measures to enhance the quality of life in Northern Ontario.

By helping Ontario ministries deliver programming for Northern Ontario, we will support quality of life enhancements in the region. One of the government's top priorities is ensuring that all Ontario residents have access to quality health care. We will support measures that improve access to health care within our communities and act on key issues such as physician supply. Because this government is committed to fostering a safer Ontario, we will continue to support violence prevention strategies. By promoting the positive aspects of northern living and by mitigating as well as we can the structural and socioeconomic challenges in the region, we will pursue our vision of a healthy, competitive and sustainable society.

Ensure Ontario's regulatory framework and policies for the minerals sector reflect MNDM's Statement of Environmental Values.

We will assure the sustainable development of Ontario's mineral resources and the protection of our natural heritage for future generations by ensuring that the regulatory framework and policies for the provincial minerals sector comply with our Statement of Environmental Values, and by administering the Mining Act.

Deliver on service excellence.

By embracing Ontario Public Service (OPS) quality service initiatives, we will meet our customers' expectations. By evaluating and improving service delivery channels and building on our existing Internet-based services, we will achieve service excellence. Through continuous planning, evaluation, program justification and performance measurement, we will align our resource allocation decisions with our priorities and spend our resources judiciously for the betterment of the North.

Key Performance Measures

Performance measures for Northern Ontario and the provincial minerals sector focus on broad impacts of key ministry programs and services. These impacts include:

CLIENT SATISFACTION: The degree of public satisfaction with the delivery of ministry programs and services;

INVESTMENT CLIMATE: How the business investment climate in the provincial minerals sector compares with other jurisdictions;

NOHFC: Our effectiveness in creating and retaining jobs, meeting regional needs and priorities and levering external capital investment; and

NORTHERN HIGHWAYS: Our success in improving the North's roads and highways.

Core Business:
Northern Economic Development

Goals and Outcomes	Measures	Targets/Standards	2000-01 Commitments
Increased public satisfaction with ministry programs and services	% client satisfaction with level and quality of ministry programs, special initiatives and walk-in services.	90%	90% (Ministry overall)
Increased investment in Northern Ontario	- Project funding approved by NOHFC Board - External funding leveraged - Leverage ratio - New jobs created	Specific annual forecasts of NOHFC funding, external contributions levered and jobs created.	$60.0M – funding $120.0M – leverage 1:2.0 – leverage ratio 700 – jobs created
Improved state of repair of northern highways	% of northern highway system in “optimal state of repair.”	92% by April 1, 2004	80%

Core Business:
Mineral Sector Competitiveness

Goals/Outcomes	Measures	Targets/Standards	2000-01 Commitments
Increased public satisfaction with ministry programs and services	% client satisfaction with level and quality of ministry programs, special initiatives and walk-in services.	90%	90% (Ministry overall)
Increased investment in the province's mineral sector	Ontario's ranking among all provinces and territories in terms of the most attractive jurisdiction to invest in mineral exploration.	#1	#1

1999-2000 Ministry Spending by Core Business*

Ministry of Northern Development and Mines

Operating	$114 million
Capital	$211 million
	460 Staff

Northern Economic Development

Operating	$69 million
Capital	$209 million
	140 Staff

Policy Voice for the North
Regional Delivery of Programs and Services
Northern Infrastructure Investments
Regional Economic Development
Northern Ontario Heritage Fund
Ontario Northland Transportation Commission
Northern Services Implementation Project (NSIP)
Trade and Investment Marketing

Mineral Sector Competitiveness

Operating	$35 million
Capital	$2 million
	233 Staff

Administration of the Mining Act
Mining Lands
Mines Group
Ontario Geological Survey
- OGS Precambrian Geoscience
- Geoscience Laboratories
- OGS Sedimentary Geoscience
- OGS Resident Geologist
- Data Services

Information Services

Ministry Administration

Operating	$10 million
	87 Staff

Minister's Office and Parliamentary Assistant's Office
Deputy Minister's Office
Business Planning Secretariat
Corporate Policy
Communications Services
Legal Services

Note: Staff numbers are shown as full-time equivalents.
*PSAB based.

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of Northern Development and Mines

Operating	$274 million
Capital	$273 million
	460 Staff

Northern Economic Development

Operating	$235 million
Capital	$268 million
	140 Staff

Policy Voice for the North
Regional Delivery of Programs and Services
Northern Infrastructure Investments
Regional Economic Development
Northern Ontario Heritage Fund
Ontario Northland Transportation Commission
Northern Services Implementation Project (NSIP)
Trade and Investment Marketing

Mineral Sector Competitiveness

Operating	$30 million
Capital	$5 million
	239 Staff

Administration of the Mining Act
Mining Lands
Mines Group
Ontario Geological Survey
  OGS Precambrian Geoscience
  Geoscience Laboratories
  OGS Sedimentary Geoscience
  OGS Resident Geologist
  Data Services
Information Services

Ministry Administration

Operating	$9 million
	81 Staff

Minister's Office and Parliamentary Assistant's Office
Deputy Minister's Office
Business Planning Secretariat
Corporate Policy
Communications Services
Legal Services

Note: Staff numbers are shown as full-time equivalents.
*PSAB based.

Who to Call

Questions or comments about the ministry's business plan are welcomed and should be addressed to your local Ministry of Northern Development and Mines office, or by contacting:

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ONTARIO
NATIVE AFFAIRS
SECRETARIAT

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. James M. Flaherty

During the past year, there have been a number of significant accomplishments at the Ontario Native Affairs Secretariat that will help build self-reliant First Nation, Métis and urban Aboriginal communities across the province.

This Business Plan is the Ontario Native Affairs Secretariat's report to the public. It outlines last year's achievements and establishes the targets to measure future results.

I am very pleased that the province and the Chiefs of Ontario reached an arrangement to distribute the net revenues from Casino Rama to First Nations in Ontario. The initial distribution of accumulated net casino revenue, which totals more than $400 million, will be a tremendous catalyst for self-reliance through economic and community development initiatives. This will be the largest source of financial capital ever invested amongst First Nations communities in Ontario and will complete an important Blueprint commitment made to the Aboriginal people in Ontario. It will also be an important element of our *Building Aboriginal Economies* strategy.

In addition, in the first few months of 2000, the government has signed three more land claim final agreements and one land-related settlement, an encouraging start to the new millennium. Since 1995, the Government of Ontario has made more progress on land claims than in the previous ten years. Settling land claims removes barriers to investment, helps build stable relations between communities and creates local economic opportunities that benefit all Ontarians.

Although there are many challenges ahead, the secretariat is committed to helping Aboriginal communities throughout the province to become economically stronger and more self reliant. This includes making significant progress on land claims, as outlined in our Blueprint commitments. It is our intention to ensure Ontario is the best place to live, work and raise a family for all Ontarians.

James M. Flaherty

The Honourable James M. Flaherty
Attorney General
Minister Responsible for Native Affairs

Ministry Vision

The Ontario Native Affairs Secretariat looks to a future where:

- Aboriginal communities have stronger economies and are more self-reliant;
- relations between Aboriginal people and their neighbours are prosperous and mutually beneficial.

The secretariat's vision reflects the goals of the government's Aboriginal Policy Framework, announced in March 1996. The Framework sets out Ontario's approach to Aboriginal affairs. It guides the Ontario Native Affairs Secretariat in delivering its core businesses, and provides direction for all ministries in addressing Aboriginal matters within their legislative and policy mandates.

Core Businesses

The Ontario Native Affairs Secretariat:

- conducts land claim negotiations on behalf of the province; implements land claim settlements to remove barriers to investment in order to enhance economic opportunities for Aboriginal and non-Aboriginal communities; and represents the interests of the province in self-government negotiations between Canada and First Nations;

- works and partners with Aboriginal businesses and organizations, corporate Ontario, the private sector, provincial ministries and the federal government to promote Aboriginal self-reliance and economic development; and

- develops provincial policy and works with other ministries to co-ordinate the government's overall approach to Aboriginal matters, and maintains relations with First Nations, Métis and off-reserve Aboriginal organizations such as Friendship Centres, the federal government, stakeholders and the public.

Annual Report on Key Achievements for 1999-2000

Negotiations

In 1999-2000, the Ontario government successfully completed four negotiations with the following First Nations: Assabaska (100 kms south of Kenora); Big Grassy (100 kms south of Kenora); Cat Lake (150 kms north of Sioux Lookout); and Thessalon (80 kms east of Sault Ste. Marie). Meaningful consultations with the affected parties, both Aboriginal and non-Aboriginal, contributed to the success of these negotiations.

In 2000, the secretariat negotiated a Framework Agreement with the Temagami First Nation and Teme-Augama Anishnabai about their land claim. Currently, eighteen land claims are under negotiation.

To help inform the general public and affected stakeholders about Aboriginal land claim negotiations, Ontario issued an information package comprised of five fact sheets. These fact sheets provide a clear and understandable outline of the province's land claim process. The fact sheets are posted on the Ontario Native Affairs Secretariat Web site at http://www.nativeaffairs.jus.gov.on.ca.

Aboriginal Economic Development

The secretariat is continuing to partner with Aboriginal businesses and organizations, corporate Ontario, provincial ministries and the federal government to deliver the *Building Aboriginal Economies* strategy and implement the *Working Partnerships* program.

The government's *Building Aboriginal Economies* strategy is a coordinated framework of more than 30 programs and services across government that supports Aboriginal economic development. Its goal is to increase capacity and opportunities in Aboriginal communities in order to promote self-reliance, enhance job opportunities and spur economic growth. The *Working Partnerships* program fosters corporate-Aboriginal partnerships in Ontario.

One new *Working Partnerships* initiative provides funding for 15 Aboriginal economic development organizations across Ontario to hire Partnership Development Advisors (PDAs). The PDAs provide partnership development advice across Ontario.

In the spring of 2000, the province and the Chiefs of Ontario reached an arrangement to distribute the net revenues from Casino Rama to First Nations in Ontario. The initial distribution of accumulated net casino revenue, which totals more than $400 million, will be a tremendous catalyst for self-reliance through economic and community development initiatives. This will be the largest source of financial capital ever invested amongst First Nations communities in Ontario and will complete an important Blueprint commitment.

The secretariat continues to provide advice and guidance to other provincial ministries concerning Aboriginal organizations and issues. This promotes a consistent and integrated approach to Ontario's relationship with Aboriginal communities in the province both on-and off-reserve.

Aboriginal-Federal Relations

In December 1999, the Honourable James M. Flaherty, Attorney General and Minister Responsible for Native Affairs participated at a meeting of national Aboriginal leaders and provincial, federal and territorial ministers responsible for Aboriginal affairs in Ottawa.

Throughout the year, Minister Flaherty and the Secretary for Native Affairs met with First Nation leaders and representatives of major Aboriginal organizations and visited Aboriginal communities and organizations across the province.

Key Commitments and Strategies for 2000-2001

Negotiations

In 2000-2001, the secretariat will pursue land claim settlements that include economic development opportunities for Aboriginal people, and bring closure and certainty to land and legal issues.

In working to fulfill Blueprint commitments to resolve outstanding land claims, the secretariat will make significant progress in advancing land claims with a high potential for successful and lasting settlements. This may include progress in the negotiation of claims or the completion of historical and legal reviews, the initiation of new negotiations or closing of files. The secretariat will move forward on a number of claims currently at the research and review stage.

The secretariat will also continue the government's strong commitment to public involvement in land claim negotiations and ensure the process continues to be inclusive and accountable and addresses the rights and interests of those affected by the claims.

The secretariat will continue to represent the province's interests as required in self-government negotiations between Canada and First Nations.

Aboriginal Economic Development

In working towards its vision of greater self-reliance for Aboriginal communities and in accordance with the government's priority of creating and keeping jobs, the Ontario Native Affairs Secretariat is managing implementation of the *Building Aboriginal Economies* strategy and delivering key programs, including *Working Partnerships*. This strategy, which builds on the government's Aboriginal Policy Framework, enhances Aboriginal capacity to participate in Ontario's economy. The secretariat will continue to work with ministries to improve performance measurements for the *Building Aboriginal Economies* strategy.

Over the coming year, the secretariat will also continue to sponsor regional and sectoral partnership forums and workshops. The Working Partnership Advisory Committee, comprised of representatives from the Aboriginal and corporate communities, will support these economic initiatives.

This year, the Aboriginal Development Unit, formerly of the Ministry of Citizenship, Culture and Recreation (MCZCR), will be integrated within the Ontario Native Affairs Secretariat. The unit is responsible for the Ontario Aboriginal Economic Development Program and the Aboriginal Community Capital Grants Program. The increased synergy resulting from the transfer will improve customer service to our Aboriginal stakeholders.

Corporate Aboriginal Affairs Coordination

To promote dialogue, the Ontario Native Affairs Secretariat will continue regular meetings of Ontario ministers and officials with Aboriginal leaders. It will also maintain effective working relations with First Nations, Métis and off-reserve Aboriginal organizations.

The secretariat will continue to encourage the federal government to fulfill its responsibilities, including its fiscal responsibilities, for Aboriginal matters, where appropriate.

Key Performance Measures

Core Business :

Negotiations			
Goals/Outcomes	**Measures**	**Targets/Standards**	**2000-2001 Commitments**
A public involvement process for land claims that is perceived to be fair, unbiased and respectful	Public and key stakeholders informed/involved in land claim processes	Key stakeholders informed/involved in all active negotiations	Key stakeholders will be informed/involved in all active land claim negotiations
The government's outstanding obligations with regard to land claims are met	Negotiate land claims to address Ontario's obligations	Number of claims with substantial progress	Substantial progress toward settling seven land claims

Core Business :

Aboriginal Economic Development			
Goals/Outcomes	**Measures**	**Targets/Standards**	**2000-2001 Commitments**
Building Aboriginal Economies programs are readily accessible by Aboriginal businesses and communities	Demonstrated access by Aboriginal people to ministry programs	Benchmark data to be developed in order to establish standards	Work with ministries to improve data collection and reporting systems

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ontario Native Affairs Secretariat

Operating	$12.6 million
Capital	$6.0 million
	45 staff

Negotiations

Operating	$5.9 million
	18 staff

Corporate Aboriginal Affairs Coordination

Operating	$3.4 million
Capital	$6.0 million
	17 staff

Aboriginal Economic Development

Operating	$2.1 million
	2 staff

Ministry Administration

Operating	$1.2 million
	8 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ontario Native Affairs Secretariat

Operating	$15.8 million
Capital	$7.8 million
	60 staff**

Negotiations

Operating	$5.6 million
	18.5 staff

Corporate Aboriginal Affairs Coordination

Operating	$4.3 million
Capital	$7.8 million
	18 staff

Aboriginal Economic Development

Operating	$4.6 million
	10.5 staff

Ministry Administration

Operating	$1.3 million
	13 staff

Note: Staff numbers are shown as full-time equivalents.

** Includes transfer of Aboriginal Development Unit from the Ministry of Citizenship, Culture and Recreation.

*PSAB based

Who To Call

Questions or comments about the secretariat's business plan are welcomed. Visit our Web site at http://www.nativeaffairs.jus.gov.on.ca or contact:

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MINISTRY OF THE SOLICITOR GENERAL

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. David H. Tsubouchi

Our Ministry Vision states clearly that we are firmly committed to communities which are supported and protected by our justice system, and where people can feel safe and secure. I am pleased to report on achievements and commitments that respond directly to our goals of safeguarding the public interest.

We have taken bold initiatives that are making a major difference in the way we fight and prevent crime. From reinforcing policing services and enhancing forensic technology to expanding victim services, the ministry is strengthening current programs and introducing innovative measures to protect citizens.

For 2000-2001, the ministry has set out commitments and strategies designed to renew or expand on services related to front-line policing, forensic technology and assistance for victims of crime.

A major initiative of the 2000-2001 Budget established a permanent *Community Policing Partnerships (CPP)* program, based on the success of our initial project. Other Budget initiatives will bolster our efforts to fight organized crime and fund three specialized Ontario Provincial Police squads that will step up law enforcement directed at electronic crime and crimes against senior citizens, and will promote safer waterways and snow trails.

We will continue working with the other justice ministries in support of the proposal to establish a permanent Office for Victims of Crime and expand victim services across the province.

I rely on a professional and dedicated staff throughout the Ministry of the Solicitor General, as well as on all our stakeholders who have an influence on the provincial justice system. Ministry employees, police and fire services, community volunteers, our government and private sector partners are to be commended for helping us achieve our goals and create a team approach for the challenges ahead.

The Honourable David H. Tsubouchi
Solicitor General

Ministry Vision

The Ministry of the Solicitor General believes in an Ontario that comprises safe, secure and prosperous communities, supported and protected by a modern, effective and accessible justice system. Not only must our communities be safe, they must feel safe to the people who live within them. To enhance real public safety in Ontario, the ministry is strengthening existing programs and implementing innovative changes that will improve the overall effectiveness of the justice system. These changes focus on:

- front-line services;
- accountability;
- service quality; and
- cost-efficiency.

Specific changes include the following:

- Police services across Ontario are providing greater community involvement and accountability.
- Scientific and forensic technology is being improved to allow the province to better investigate and solve serious crimes.
- Victims' services are being expanded to provide victims of crime with the support and assistance they deserve.

Core Businesses

The Ministry of the Solicitor General employs approximately 7,500 police, fire and civilian employees and reaches into all parts of the Province of Ontario. The ministry works co-operatively with the Ministry of Correctional Services and with the Ministry of the Attorney General, which has responsibility for the courts, to form Ontario's justice system. The Ministry of the Solicitor General has as its core businesses:

Policing

The direct protection of our communities through effective law enforcement is a fundamental priority for the ministry. Its two primary components are:

Policing Services Division

The ministry's Policing Services Division is responsible for the ongoing development and improvement of policing throughout the province. By providing effective training, professional standards and policies, and helpful guidance and assistance to police services, the ministry is ensuring that Ontario is protected by a world-class law enforcement network. The Division also supports the development of community safety initiatives, Criminal Intelligence Services Ontario (CISO) and licensing the private security industry.

Ontario Provincial Police (OPP)

The Ontario Provincial Police (OPP) mandate is unique among Ontario police services in that it includes municipal, First Nations, and provincial responsibilities. The diverse services provided by the OPP include provincial park policing, criminal investigations, emergency assistance, and highway, waterway and snowmobile patrols.

Public Safety

The primary focus of this core business is to provide support to various key and complex components of the justice system. The division consists of:

Centre of Forensic Sciences (CFS)

As one of the most extensive forensic science facilities in North America, the Centre of Forensic Sciences supports the administration of justice by conducting scientific investigations, research and development, and educational programs.

Office of the Chief Coroner (OCC)

The Office of the Chief Coroner investigates deaths by conducting autopsies and coroner's inquests, and uses the findings to promote public safety awareness to prevent the recurrence of similar types of deaths.

Office of the Fire Marshal (OFM)

The Office of the Fire Marshal's main objective is to minimize the loss of life and property through fire. This is achieved by co-ordinating, directing, and advising municipalities and fire departments on all fire safety matters, including prevention, firefighting, emergency response, training, and investigation. The Office of the Ontario Fire Marshal also investigates the cause and origin of fires.

Emergency Measures Ontario (EMO)

Emergency Measures Ontario (EMO) co-ordinates the development and implementation of emergency plans throughout Ontario, as well as provincial and federal assistance during natural and human-caused emergencies. To achieve its mandate, EMO works closely with ministries, municipalities and First Nations to ensure that emergency preparedness and response arrangements are able to manage any type of emergency situation, including nuclear accidents.

Victim Services

Through the Victim Services Unit, the ministry develops innovative policies, and administers and funds important community-based services for Ontario's victims of crime. These services include sexual assault centres, victim crisis assistance and referral services, a dedicated victim support telephone line, programs to counsel people who assault their partners and other projects, including one for incarcerated women who are often victims of violence. Many of these services are delivered in partnership with police services.

Additional projects include safety planning and wireless telephones for persons at risk of violence and both a crisis line and counseling service for male victims of sexual assault and their families in the Cornwall area.

The ministry delivers training programs to police, correctional officers, probation and parole officers, as well as other stakeholders to help them respond sensitively and effectively to victims.

Ontario Crime Control Commission

The Ontario Crime Control Commission is dedicated to finding new ways to reduce crime and improve public and community safety. Premier Mike Harris appointed the Commission in April 1997 to put the government's commitment to crime prevention, more effective law enforcement and a balanced criminal justice system into action. The Crime Control Commission was created to listen to the public's concerns, consult with experts and recommend specific steps the government can take to build a safer Ontario.

Annual Report on Key Achievements for 1999 - 2000

Police/Policing Services Division

The Legislature passed the *Sergeant Rick McDonald Memorial Act* that provides severe penalties on drivers who attempt to flee the police. The *Act* was named after Sergeant Rick McDonald, a Sudbury Regional Police Services officer who was killed when trying to place a spike belt to stop a fleeing motorist.

The government has also put in place a *Suspect Apprehension Pursuit Regulation* that governs police pursuits and outlines procedures for officers to follow in promoting both pedestrian and traffic safety measures when criminals try to recklessly flee from the police.

In the government's ongoing efforts to bolster policing services across Ontario, we have put almost 770 new police officers on our streets under the *Community Policing Partnerships (CPP)* program. The *Community Policing Partnerships* program was a five-year partnership between the government and participating municipalities to increase police presence by training and hiring 1,000 net new officers. The 2000 Ontario Budget has established a permanent *CPP* program with $35 million a year in funding.

Ontario became the first government in Canada to establish a provincial *sex offender registry* for protecting children and vulnerable citizens. This legislation is known as *Christopher's Law*, named after 11-year-old Christopher Stephenson, who was murdered in 1988 by a pedophile on federal statutory release. The registry will serve as an important investigative tool for police and enhance community safety.

The government officially dedicated the Ontario Police Memorial on May 7, 2000, at Queen's Park to honour police officers who have died in the line of duty or were killed when acting in the capacity of a police officer. The memorial stands as a co-operative effort between government and the policing community.

Ontario Provincial Police

To support safer streets and highways, the government established specialized Ontario Provincial Police (OPP) *rural and agricultural crime prevention units* that reinforced the break and enter task force and *Cottage Watch* crime prevention.

To promote greater community accountability, the OPP moved more officers onto streets and highways. Officers continued to enforce seatbelt compliance, promote safe driving and conduct more than one million *Reduce Impaired Driving Everywhere* (*RIDE)* checks.

The government approved the addition of 22 officers for Highway 401 and regional patrol duty through the Chatham-Kent detachment.

Public Safety

The government placed considerable emphasis on organizational change to support the implementation of Justice Kaufman's recommendations. The Centre of Forensic Sciences (CFS) also implemented a new *Laboratory Information Management System (LIMS)* to better track and manage cases, providing essential data to report on performance measures.

The Centre continues to work with all partners in the justice system to execute recommendations from the *Kaufman Report*.

The Centre of Forensic Sciences' laboratory in Sault Ste. Marie received accreditation in 1999, demonstrating the ministry's commitment to international quality service standards.

To further reduce the number of accidental fire deaths, the Office of the Fire Marshal and its Public Fire Safety Council launched an extensive public education program. With the focus on fire prevention, programs such as *"Risk Watch"* reach school children through the efforts of emergency personnel such as firefighters, nurses and police. In 1999, Ontario recorded its lowest fire death rate ever.

Emergency Measures Ontario, in conjunction with the Office of the Fire Marshal, started a program called *"Partnerships Toward Safer Communities."* This program promotes joint community/industry efforts to develop emergency prevention, as well as preparedness and response programs at the community level. The initiative helps to address any emergency situations involving hazardous facilities.

Victim Services

The ministry's Victim Services Unit (VSU) made significant achievements by increasing the number of victim contacts over previous years; holding a two-day training session for sexual assault centres (SAC) and victim crisis assistance and referral services (VCARS) board members and staff, in a joint effort with the Ministry of Correctional Services and; providing 10 training workshops for police officers and service providers. The VSU also modified and upgraded the Victim Services Line and rewrote and re-recorded the criminal justice script to enhance user acceptance.

Justice Year 2000 Project

Year 2000 compliance was a top priority for the Ministry of the Solicitor General. The Ministry, as well the Ontario Provincial Police and the Office of the Fire Marshal were all "Y2K ready" for the rollover into the new year, after a thorough review of technologies in place and extensive testing procedures conducted on all systems.

Emergency Measures Ontario, through the ministry's Provincial Operations Centre (POC), conducted simulated exercises to test emergency preparedness and response and to assess risks associated with the rollover. With contingency plans in place, the government activated the POC with representatives of designated provincial ministries and the federal government staffing the Centre from December 29, 1999, to January 5, 2000.

While the government was ready and prepared to deal with any emergency throughout Ontario, the rollover passed without any major incident.

Key Commitments and Strategies for 2000 - 2001

The Ministry of the Solicitor General is committed to enhancing crime fighting measures to ensure residents in every Ontario community are safe and feel secure. To drive these efforts, the ministry will renew and expand its mandate on these key initiatives:

- front-line policing;
- scientific and forensic technology in the investigation of serious crimes; and
- support and assistance for victims of crime.

Policing

Policing Services Division

The 2000-2001 Budget provided additional resources for fighting crime. Major budget initiatives included the following:

- Making the *Community Policing Partnerships (CPP)* program permanent with $35 million in annual funding for Ontario police services.
- Special funding of $4 million for this ministry and the Ministry of the Attorney General, to support the efforts of specialized police teams and prosecutors to crack down on organized crime through deploying the Organized Crime Joint Force Operations.
- Providing $6 million in one-time funding to assist municipalities in adopting justice sector technology initiatives.

The government continues to support ongoing programs to protect the public interest and assist police in their investigative and crime prevention duties:

- *Christopher's Law*, new legislation that establishes a province-wide sex offender registry, will provide police services with an essential investigative tool for protecting children and vulnerable citizens.
- Additional funding will allow the Ontario Police College to expand training and accommodate more recruits.

- To investigate and resolve the most serious crimes, the ministry is working with the Centre of Forensic Sciences, the provincial government and police stakeholders to develop a *Major Case Management (MCM)* system for Ontario. Pilot tests with new software involved Peel Regional Police, Toronto Police and three Ontario Provincial Police detachments. The objective is to adopt a system designed to improve serial predator investigations by police and improve co-operation and communications among Ontario's police services.

Ontario Provincial Police

The government is providing $6 million in annual funding to create three specialized Ontario Provincial Police (OPP) squads to deal with electronic or computer crime, investigate criminal activities that target senior citizens, and expand law enforcement on the province's snowmobile trails and waterways. These squads will be deployed province-wide and are not restricted to OPP jurisdictions.

A major investment of $16 million over four years will be used to refurbish facilities and resolve any health and safety issues in OPP detachments, as well as in the Ontario Fire College and Coroners' offices.

The OPP continues to raise police visibility by moving more officers away from office duties and onto streets and highways.

Public Safety

The Centre of Forensic Sciences (CFS) continues to respond to the *Kaufman* recommendations, including hiring more scientists. The CFS will also establish baseline measures for processing forensic cases through the *Laboratory Information Management System*.

The Office of the Fire Marshal (OFM) will continue expanding fire prevention and awareness programs, such as *"Risk Watch"* and the *"Arson Prevention Program"* designed for elementary school children. The ministry strongly advocates public education as the key to reducing devastating losses from fire. Teaching fire safety to children is a top priority. As such, the OFM will also be certifying more public educators in communities across Ontario.

Emergency Measures Ontario will continue to provide training for citizens and work to increase the number of communities that have emergency plans in place.

Victim Services

The government plans to invest $1 million to establish a permanent Office for Victims of Crime, as well as enhance support for victims by expanding the number of *Partner Assault Response* programs affiliated with Domestic Violence Courts. These programs will provide more services to victims while also holding offenders accountable for abusive behaviour.

This government will remain committed to victims of crime and support the development and implementation of an integrated delivery framework for provincial justice services, on behalf of victims.

Integrated Justice

The Integrated Justice Project – often described as one of the world's largest justice modernization initiatives – entered the implementation stage in 1999–2000. The project represents a major investment by a private-sector consortium and the Ministries of the Solicitor General, Attorney General and Correctional Services.

The Project will continue to build an information system that links people who work throughout the provincial justice system, including police officers, judges, prosecutors, lawyers and correctional services staff.

Key Performance Measures

Core Business. Policing

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Safer Communities	Rate of violent crimes, property crimes and other crimes solved in Ontario Provincial Police jurisdiction.	Be among the top five police agencies (serving populations of 100,000) in the province for property crime and violent crime clearance rates.	Meet or exceed the target.
	Number of proceeds of crime investigations and dollar amount of assets seized.	Increase in the number of proceeds of crime investigations of 71 and the amount of assets seized over three year average of $4.73 million.	5% increase over the three year average: - 75 investigations; - $4.96 M worth of assets seized.
Accountability to the Public	Ratio of management to front-line officers in the Ontario Provincial Police.	Be among the top 10% of similar Canadian police forces – municipal, provincial and federal – with the highest ratio of front-line officers to management.	Meet or exceed the standard.
	Level of customer satisfaction with Ontario Provincial Police service delivery.	Measure customer satisfaction in Ontario Provincial Police jurisdiction using *Policing for Results* survey.	Establish a baseline for customer satisfaction.

Core Business: Policing

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Safer Highways, Waterways and Snowmobile Trails	In areas of Ontario Provincial Police jurisdiction, the number of highway, waterway and snowmobile fatalities.	Reduce the number of fatalities on highways, waterways and snowmobile trails.	Meet or better the following standards: - Highways – 1.4 fatalities per 10,000 registered vehicles (rvs); - Snowmobiles – 3.4 fatalities per 10,000 rvs; - Vessels – 53 per year (rates per rvs not available).
		Reduce the number of highway, waterway and snowmobile trail fatalities where alcohol is a factor.	Meet or better the following standards: - Highways – 0.4 per 10,000 rvs where alcohol is a factor; - Snowmobiles – 1.95 fatalities per 10,000 rvs where alcohol is a factor; - Vessels – 14 fatalities per year where alcohol is a factor (rates per rvs not available).
		Reduction in the number of highway fatalities where unsafe/aggressive driving is a factor.	Meet or better the standard of 0.94 fatalities per 10,000 rvs where unsafe/ aggressive driving is a factor.
		Increase in the number of seatbelt and marine vessel checks over previous year.	Meet or exceed the following standards: - Seatbelt Checks for 1999 – 1,169,000; - Vessel Checks for 1999 – 18,700.
		Increase in the number of *Reduce Impaired Driving Everywhere (RIDE)* checks over previous year.	Meet or exceed the standard of 1.3 million *RIDE* checks.

Core Business: Public Safety

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Forensic Analysis and Reporting	Average time from service request to completion for processing of submissions for forensic testing.	Reduce the time from service request to completion for processing of submissions for forensic testing.	Report back as part of the mid-year update on performance measures with established baselines, targets and program measures for submissions.
Emergency Preparedness	Number of municipalities with emergency plans in place.	85% of municipalities will have emergency plans in place by 2001, covering 95% of the Ontario population.	Meet or exceed target.
Public Fire Safety	Number of communities involved in the *"Risk Watch"* fire safety program.	Introduction to participating school boards.	*"Risk Watch"* to be introduced to 10 communities across Ontario.
	Number of Ontario Fire Marshal (OFM) Fire Protection Advisers certified as "Public Fire and Life Safety Educators".	Certify all Fire Protection Advisers.	Certifying 30 OFM Fire Protection Advisers as "Public Fire and Life Safety Educators".
Response to the Needs of Victims of Crime	Number of victim contacts.	Increase in the number of victim contacts over a three year average.	Meet or exceed target of 118,458.

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of the Solicitor General

Operating	$827 million
	7,545 staff

Policing

Operating	$589 million
	6,750 staff

Ontario Provincial Police
First Nations Policing
Ontario Civilian Commission on Police Services
Ontario Police Arbitration Commission
Policing Services

Public Safety

Operating	$56 million
	465 staff

Coroners' and Forensic Services
Fire Safety Services
Emergency Measures

Victims Services

Operating	$15 million
	20 staff

Ministry Administration

Operating	$167 million
	310 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of the Solicitor General

Operating	$856 million
Capital	$8 million
	7,780 staff

Policing

Operating	$624 million
	6,880 staff

Ontario Provincial Police
First Nations Policing
Ontario Civilian Commission on Police Services
Ontario Police Arbitration Commission
Policing Services

Public Safety

Operating	$55 million
	515 staff

Coroners' and Forensic Services
Fire Safety Services
Emergency Measures

Victims Services

Operating	$21 million
	25 staff

Ministry Administration

Operating	$156 million
Capital	$8 million
	360 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based.

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MINISTRY OF TOURISM

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Cam Jackson

Tourism creates jobs and is a key engine of Ontario's economy. In June 1999, as part of its commitment to strengthening the province's tourism sector, the Ontario Government established a new Ministry of Tourism. During its first year, the ministry set the stage for a more strategic approach to tourism development and growth in Ontario. In this, our second year, we will continue to work with the tourism industry to promote job creation and new economic opportunities across the province.

The Ontario Budget 2000 builds on the October 1999 Throne Speech commitment to invest in tourism marketing and infrastructure, by providing an additional $50 million over four years to bolster our successful marketing partnership with the industry, and more than $10 million to upgrade tourism infrastructure. As well, the new five-year, $300-million SuperBuild Sports, Culture and Tourism Partnerships initiative offers tremendous opportunities for partnerships to rebuild and expand public tourism facilities and attractions.

We have developed a vision statement to guide Ontario tourism development and growth. Over the coming year we will gather input and advice from tourism stakeholders on our proposed approaches and identify how we can work with the industry to meet common goals.

To help the industry stay competitive, we have established a new Tourism Investment and Development Office that is working to foster investment, encourage partnerships, expand international visits and develop new tourism products and services. And to better meet the information needs of the industry and consumers, we are revamping the 1-800-ONTARIO travel information service and launching two new web sites and an *Ontario Tourism* newsletter.

A dynamic, prospering tourism industry benefits us all. I invite you to travel our great province throughout the year to explore Ontario, a place with *More to discover.*

Cam Jackson

The Honourable Cam Jackson
Minister of Tourism

Ministry Vision

The warmth of its people and the beauty of its surroundings make Ontario a natural tourist destination. To build on this, our ministry has a vision of an innovative and dynamic tourism industry that:

- raises Ontario's profile around the world as a must-see tourist destination
- encourages visitors to stay longer and return more often
- shares the most accessible, up-to-date information with potential tourists
- offers world-class tourism facilities and experiences for visitors
- boasts the best trained, friendliest staff in the world
- generates jobs and develops the full economic potential of every region of the province.

To support this vision, we are working to bring together all our tourism partners, within and outside government, to develop strategies and initiatives to realize Ontario's full potential as a tourist destination.

Core Businesses

The ministry's core businesses are tourism marketing, tourism development, and tourism attractions and convention centres.

The ***tourism marketing core business*** is delivered by the Ontario Tourism Marketing Partnership Corporation. The Ontario Government formed the partnership with the tourism industry in April 1999 to work together to strengthen Ontario's marketing efforts. The partnership aggressively markets Ontario as a year-round, world-class tourist destination by undertaking consumer research and developing and delivering tourism advertising campaigns for domestic and international markets.

The Ontario Tourism Marketing Partnership Corporation also operates key tourism information services and centres across Ontario. Ontario Travel Information Centres provide tourist information on the entire province, including brochures, special-interest publications, maps and directions. Daily service is provided year-round at the Travel Information Centres in Barrie, Cornwall, Fort Erie, Fort Frances, Niagara Falls, St. Catharines, Sarnia, Sault Ste. Marie, Toronto and Windsor. Travel information is available during peak seasons at centres in Hawkesbury, Lancaster, Hill Island, Kenora, Pigeon River, Prescott and Rainy River.

The ***tourism development core business*** works to develop the appropriate tools to foster the right business climate for the tourism industry. Activities include providing the industry with strategic information and analysis; facilitating partnerships to strengthen competitiveness and improve service quality; attracting tourism investment to Ontario; and working with the industry, stakeholders and other Ontario ministries to identify tourism development opportunities.

The ***tourism attractions and convention centres core business*** includes the operation of eight major tourism attractions and convention centres in the province. They are:

- **Huronia Historical Parks,** which operates Sainte Marie among the Hurons in Midland and Discovery Harbour in Penetanguishene
- **Metro Toronto Convention Centre,** Canada's largest convention centre
- **Niagara Parks Commission,** which preserves, develops and manages the natural, heritage and cultural landscape along the 56-km parkway from Fort Erie to Niagara-on-the-Lake, including Niagara Falls

- **Old Fort William** in Thunder Bay, the world's largest fur trading post
- **Ontario Place,** a waterfront entertainment complex in Toronto
- **Ottawa Congress Centre,** a key convention facility in Ottawa
- **The St. Clair Parkway Commission,** a provincial-municipal agency that operates the Uncle Tom's Cabin Historical Site and parks and recreational facilities along the St. Clair River
- **The St. Lawrence Parks Commission,** which operates Upper Canada Village, Fort Henry and several recreational facilities and parks along a 280-km stretch of the St. Lawrence River

Annual Report on Key Achievements for 1999-2000

In recognition of the importance of tourism to the province's economy, the Ontario government established a Ministry of Tourism in June 1999 to work with the industry to strengthen Ontario's tourism sector. In October 1999, the Speech from the Throne included a commitment to enhance tourism marketing and infrastructure.

Overall in 1999, Ontario's tourism industry enjoyed a very good year, with significant increases in revenues and jobs and strong domestic visitor growth. Ontario maintained travel from the United States at historically high levels, and made important inroads in travel by visitors from the United Kingdom, Germany and Japan.

Tourism Marketing

The Ontario Tourism Marketing Partnership's marketing activities resulted in an additional 1.47 million trips to Ontario in 1999. This translated into $510 million in increased tourism expenditures and more than 17,000 new jobs. The increased travel helped to boost hotel revenues and maintain occupancy at historically strong levels.

Ontario's market share of total U.S. travel (trips to Ontario as compared with other Canadian destinations) dropped to 68 per cent in 1999, from 69 per cent in 1998. This occurred in part as a result of increased and more aggressive marketing by other provinces and U.S. states. The biggest decline was in trips during the winter months by visitors travelling by automobile. Overall visits to Ontario by air, however, increased in 1999.

Ontario's market share of total Canadian travel remained unchanged at 36 per cent in both 1999 and 1998.

Last year, tourism consumer inquiries increased by eight per cent. Major growth occurred on the Internet, with nearly one million visitors to the Ministry of Tourism web site and almost 21 million hits at the consumer travel web site. Ontario's Travel Information Centres had a strong year, greeting almost three million visitors.

The Tourism Events Marketing Partnership Program provided a total of $1.5 million to assist 56 events across the province. The fund helped to boost attendance at several events and festivals, including the Ottawa Jazz Festival by 60 per cent and the Guelph Spring Festival by 15 per cent over 1998 levels.

Tourism Development

Last year the ministry established an interim office that provided a total of $1.6 million to help fund independent research and pilot projects to assess local tourism investment and development needs, help build local tourism capacity, and identify tourism investment opportunities. The nine pilot projects are expected to generate $20 million in economic activity.

The interim office completed feasibility studies for destination golf and horticultural niche products and began work on wine and culinary niche strategies. It also began work with Native tourism associations, including the Northern Ontario Native Tourism Association and the Aboriginal Tourism Association of Southern Ontario, to develop more Aboriginal tourism products. Based on this success, the government established a permanent Tourism Investment and Development Office in the Ministry of Tourism in March 2000.

To help assess tourism market demand, the ministry led the development of the first-ever Travel Activities and Motivations Survey for Ontario tourism. Completed in April 2000, the survey measured traveller activities and attitudes in key North American markets. Its findings will generate valuable information about what travellers like to do in Ontario and what will encourage them to visit the province more often.

In April 2000, the Ontario Government provided $650,000 from the Rural Job Strategy Fund to help the Accommodation Industry Alliance for Ontario introduce the Canada Select accommodation standards program in Ontario. Canada Select is a national rating system for tourist accommodation, facilities and services.

As part of its tourism research efforts, the ministry completed four new travel market reports and one travel forecast report. Policy staff undertook a review of Ontario's tourism highway signage system, which is delivered through a private sector partner.

Tourism Attractions and Convention Centres

Provincially operated tourism attractions and facilities enjoyed good success last year, with increased attendance in the off-peak "shoulder seasons" for some attractions.

Huronia Historical Parks introduced new programming at Discovery Harbour through expanded local partnerships, and operated the full-scale replica ships H.M.S. *Tecumseth* and H.M.S. *Bee*. It also featured a successful summer theatre program operated by the Drayton Festival Theatre and lengthened the season at Sainte Marie among the Hurons.

The Metro Toronto Convention Centre had its busiest year ever, selling 128 million square feet of space for more than 750 different events. The centre's revenues grew by 14 per cent over last year, generating more than $250 million in economic benefits. For the second year in a row, the centre was selected as one of the "10 Best Convention Centres" in the world by readers of *Beyond Borders* magazine.

The Niagara Parks Commission completed an agreement to develop a new world-class, 45-hole championship golf course. It obtained community support for the development of the historic Chippawa Battlefield site, and sold land for the construction of a permanent casino on the Murray Hill site in Niagara Falls.

Old Fort William expanded its educational programming and partnered with Bearskin Airlines to develop a Learning Wigwam. It produced an award-winning CD-ROM on the Canadian fur trade, *Northwest to the Pacific — A Fur Trade Odyssey,* which was sold to every public school in Ontario.

Ontario Place completed major improvements to its restaurant facilities, and offered visitors popular foods from brand name restaurants, at street prices. Ontario Place hosted the third annual Offshore Challenge boat race, the In Water Toronto Boat Show and the highly popular Symphony of Fire international fireworks competition.

The Ottawa Congress Centre achieved record revenues of $8.2 million, generating a gross operating profit of more than $600,000. The convention centre yielded the highest revenues per square foot of the 10 major convention facilities in Canada. More than 60 staff were acknowledged at the Congress Centre's inaugural long-term service awards ceremony.

The St. Clair Parkway Commission experienced record levels of golfing, boating and camping activities. The addition of slot machine facilities to Sarnia's new Hiawatha Horse Park and Entertainment Centre provided a significant attraction for boaters at Sarnia Bay Marina, which is operated by the commission.

The St. Lawrence Parks Commission continued its work to attract new visitors, and saw strong growth in school visits through its educational programs. Program offerings included re-opening the Visitors Centre at the Battle of Cryslers Farm site, the popular Sunset Ceremonies at Fort Henry, and the Woodlands Country Music Festival at the Long Sault Parkway. At Upper Canada Village, the commission re-opened the popular cheese factory and launched the horse-drawn Tow Scow on the canal.

Key Commitments and Strategies for 2000-2001

To foster job creation and economic opportunities in Ontario, the ministry will work to:

- increase Ontario's share of an expanding world tourism market
- market Ontario as a world-class, year-round travel destination, with a particular focus on increasing activity during the shoulder seasons
- increase tourism investment in Ontario
- improve customer service and the quality of tourism experiences for travellers
- stimulate the creation of new and enhanced tourism products
- use provincially operated attractions and facilities as catalysts for local and regional tourism development
- lead a collaborative effort with other Ontario ministries and agencies to develop strategies in order to better coordinate and maximize Ontario's tourism potential
- review partnerships with the tourism industry, with other provincial ministries and agencies, and with the Canadian Tourism Commission to identify opportunities for tourism development

The Ontario government has committed $170 million to the Ontario Tourism Marketing Partnership, including an additional $50 million over four years announced in the Ontario Budget 2000.

Northern tourism will benefit from the expanded mandate of the Northern Ontario Heritage Fund Corporation, which will provide $60 million annually over the next five years to support northern tourism, infrastructure, telecommunications and community development projects.

Over the coming year, the Ministry of Tourism will invest $38 million through the Ontario Tourism Marketing Partnership Corporation for marketing and operations. The ministry also will invest in capital projects to rebuild and expand tourism infrastructure at provincial attractions and facilities.

Our visitor spending target for the 2000 Ontario tourist season is $14.1 billion ($6.6 billion domestic, $7.5 billion international).

Tourism Marketing

To achieve the best results and value from provincial marketing efforts, the Ontario Tourism Marketing Partnership Corporation will work closely with national, regional and local tourism organizations such as the Canadian Tourism Commission, the Northern Ontario Tourism Marketing Commission, economic development and tourism offices, and regional travel associations.

The partnership will continue to aggressively market Ontario as a world-class destination offering tourists a range of exciting opportunities and experiences in all four seasons. Campaigns will continue to focus on domestic markets and key markets in the United States, Europe and Japan. To attract more U.S. visitors, the partnership will expand its U.S. marketing efforts to include niche markets and long haul markets (more than one day's drive).

The ministry will coordinate efforts to showcase Ontario tourism at two key national events taking place in Toronto in May 2001: the annual meeting of provincial and territorial Ministers responsible for Tourism, and Canada's largest tourism trade show, Rendez-vous Canada.

Marketing efforts will focus on regaining market share lost during 1999 in U.S. border markets, through a summer radio campaign and joint marketing programs with automobile club offices, as well as a joint marketing campaign with Toronto hotel operators to promote winter tourism in Toronto. An expanded summer television advertising campaign will promote Ontario to nationwide markets via specialty cable channels.

The ministry will continue to promote tourism to Ontario residents. The fourth annual Ontario Tourism Week (May 19 to 28) celebrated tourism's importance to the province with the theme, "All the Best Right Here." The Minister and Parliamentary Assistant visited numerous communities and tourism facilities across the province and took part in events to promote the range of interesting and exciting tourism attractions and experiences available in Ontario year-round.

The ministry is also working with the Ministry of Citizenship, Culture and Recreation to market and promote the Ontario 2000 Millenium Project.

This year, planned improvements to the 1-800-ONTARIO service will better meet the needs of the industry and consumers. By the spring of 2001, the ministry aims to offer – in partnership with the industry – a fully integrated tourism service including a world-class 1-800 ONTARIO information line, a consumer web site (www.ontariotravel.net) and publication distribution services.

The *Ontario Tourism* newsletter will keep the industry, stakeholders and the public regularly informed about the many programs and activities that both the ministry and the Ontario Tourism Marketing Partnership Corporation are undertaking to support tourism.

The Ontario Tourism Marketing Partnership Corporation will continue to work with the ministry's Tourism Investment and Development Office to expand the Tourism Information Management System as an integrated, comprehensive database of Ontario tourist operators and attractions.

Tourism Development

To foster future tourism development and growth in Ontario, the ministry is working with the industry and stakeholders to improve tourism products, marketing and access to capital, encourage a coordinated approach to partnering, and strengthen Ontario's tourism competitiveness.

The ministry will work with the SuperBuild Corporation and the Ministry of Citizenship, Culture and Recreation to implement the five-year, $300 million SuperBuild Sports, Culture and Tourism Partnership initiative announced in the 2000 Ontario Budget. The initiative will rebuild and enhance publicly owned sports, recreation, cultural and tourism facilities across the province. It will also invest in major cultural and tourism attractions owned by the province or the not-for-profit sector.

Using information gathered through the Travel Activities and Motivations Survey, the ministry will produce a total of 15 new travel market reports. The reports will provide strategic information to assist the industry in matching market demand with available products, and in developing new products and market niche strategies.

The ministry will work with stakeholders to develop and increase acceptance of an industry-led quality assurance program that will complement existing industry standards programs. It will also work with Canadian TODS, the private sector company delivering the tourism oriented directional signage program, to improve customer service levels.

Recognizing the importance of snowmobiling to Ontario tourism, the ministry is leading an Ontario government task force, guided by Parliamentary Assistant Joe Spina, to examine various snowmobiling issues identified by the snowmobiling industry and tourism stakeholders.

The ministry will update and expand the Tourism Information Management System, its comprehensive database of Ontario tourism products and services. As part of its commitment to provide reliable, timely information to industry and consumers, the ministry will include the database on its web site. It will also begin to develop a new database of tourism investment contacts, organizations and prospects.

We will heighten our work with other ministries and agencies, municipal and regional governments and local tourism agencies to develop and implement a number of tourism development projects. Economic impact studies will focus on the importance of key tourism activities.

With the industry, we will develop five new tourism product offerings on a pilot basis, and complete a strategy for culinary tourism which will include a cookbook to promote Ontario's regional cuisines, agricultural produce and hospitality attractions.

The ministry will work with provincial agencies, travel information centres, key tourism stakeholders and local officials in Ontario's border crossing communities to develop attractive tourism gateways to welcome visitors and encourage them to extend their stay in Ontario.

The Tourism Investment and Development Office will examine how it can best deliver its programs to meet customer satisfaction and service quality objectives.

Tourism Attractions and Convention Centres

The ministry will invest more than $8 million to renew existing infrastructure at provincially operated attractions and facilities, to preserve these valuable tourism assets and attract more visitors.

Based on the province's comprehensive elementary and secondary school curriculum, we will work with our government partners, including the Ministry of Education, to identify and coordinate opportunities to integrate school studies with attractions and programs offered by Ontario's historical and cultural agencies.

The ministry will work closely with its agencies to implement new processes designed to promote improved accountability and access.

Huronia Historical Parks will expand its curriculum-based education programs and introduce new events and programs. They will expand local partnerships to operate the H.M.S. *Tecumseth* and establish a retail outlet at Discovery Harbour.

The Metro Toronto Convention Centre will continue to build on the success of its expansion by generating higher levels of use, revenues, and economic benefit generated for the community. This summer the convention centre will host Toronto's largest-ever convention, with more than 60,000 people expected to attend the Seventh Day Adventists conference.

The Niagara Parks Commission will continue construction of its world-class destination golf course, targeted to open next summer. It will complete the transfer of the Toronto Power Generating Station to the commission for future tourism use. In May, the commission expanded the Blossom Festival over three weekends, focusing on a "celebration of spring."

Old Fort William will increase visitors to its core public programs through expanded operating hours and targeted marketing efforts. It will also continue to market its Canadian fur trade CD-ROM to other jurisdictions, pursue complementary activities and increase participation in residential programs.

Ontario Place is planning an exciting season with the addition of a major new attraction, *Grossology: The (Impolite) Science of the Human Body*. Visitors will enjoy improvements to the Children's Village, four new Imax films at the Cinesphere, branded entertainment including Franklin the Turtle, and an emphasis on service quality and "100 per cent fun" to increase visits.

The Ottawa Congress Centre will continue to build on its past sales achievements by focusing on product development, customer service, partnerships and additional revenue sources. The centre expects to triple its sales for the Summer of 2000 compared with last year.

The St. Clair Parkway Commission will complete negotiations with its municipal partners toward a new commission to better serve the Bluewater region. It will continue to concentrate on attracting new boating and golfing customers from the United States. New educational programs are planned for Uncle Tom's Cabin Historical Site.

The St. Lawrence Parks Commission will offer an exciting season of golf, boating, camping, swimming, and events and festivals. Upper Canada Village will incorporate the Best National and International Site Award it won in this year's Attractions Canada competition into its marketing offerings. Fort Henry will again present the successful Sunset Ceremonies and host an array of special events, including the U.S. Marine Corps, the Snowbirds and the Celtic Festival.

Key Performance Measures

Core Business: Tourism Marketing

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Ontario's tourism sector continues to grow.	Ontario's share of North American travel.	By 2001 calendar year, Ontario's share of North American travel will increase from 1997 base year as follows: • domestic travel in Canada will increase by 1.5% (to 36.7% from 35.2%) • U.S. overnight travel to Canada will increase by 2.7% (to 55% from 52.3%).	Marketing efforts will focus on rebuilding market share in two key areas: • *U.S. border markets,* through increased summer advertising and partnerships, and a new partnership to promote winter tourism in Toronto • *Canadian markets,* through expanded summer TV ads on cable specialty .
	Ontario's tourism revenues.	By 2001 calendar year, tourism revenues from visitors will increase by 31% (to $14.6 billion, from $11.1 billion in 1997 base year): • domestic tourism revenues will increase to $6.91 billion (from $5.5 billion) • international revenues will increase to $7.7 billion (from $5.6 billion).	Tourism revenues from visitors will increase to $14.1 billion in 2000: • $6.61 billion for domestic tourism revenues. • $7.5 billion for international tourism revenues.

Core Business: Tourism Development

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
The quality and diversity of tourism experiences in Ontario continue to grow through increased investment.	Increased quality and diversity of tourism products and experiences in Ontario.	By 2001/02, develop specialized strategies for at least six niche tourism markets.	• Five new tourism product offerings • 25 new investment contacts • Participate in quality program pilot study

Core Business: Tourism Attractions and Convention Centres

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Improved tourism product for the ministry's tourism attractions and convention centres.	Increased investment and initiatives at the attractions and convention centres.	By 2001/02, develop 12 new private sector partnerships which result in increased investment at the tourism attractions and convention centres (from 1999 base year).	At least five new private sector partnerships which result in increased investment at the tourism attractions and convention centres.

1999-2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Tourism	
Operating	$70.3 million
Capital	$ 3.3 million
	300 Staff

Tourism Development	
Operating	$3.8 million
	17 Staff

- Policy, Research and Resource based Activities
- Tourism Investment and Development

Tourism Marketing (Ontario Tourism Marketing Partnership Corp.)	
Operating	$35.5 million
	65 Staff

- Tourism Marketing

Tourism Attractions & Convention Centres	
Operating	$28.1 million
Capital	$ 3.3 million
	199 Staff

- Tourism Attractions
- Convention Centres

Terminated Financial Assistance	
Operating	$0.5 million

- Terminated Financial Assistance

Internal Administration	
Operating	$2.4 million
	19 Staff

- Main Office and Communications Branch

*PSAB Basis

Notes: Staff numbers are full-time equivalents.

The staff number under Attractions and Convention Centres covers only the civil servants under this Core Business (Agency Relations, Old Fort William, Huronia, Ontario Place and St. Lawrence Parks).

The terminated financial assistance covers commitments for the Tourism Redevelopment Incentive Program which was terminated as part of the government's cancellation of business subsidy programs in 1995-1996.

The Ministry of Tourism receives administrative support services and field services from the Ministry of Economic Development and Trade.

2000-2001 Ministry Approved Allocations by Core Business - Plan*

Ministry of Tourism

Operating	$75.7 million
Capital	$10.9 million
	330 Staff

Tourism Development

Operating	$4.4 million
Capital	$1.0 million
	27 Staff

- Policy, Research and Resource based Activities
- Tourism Investment and Development

Tourism Marketing (Ontario Tourism Marketing Partnership Corp.)

Operating	$38.2 million
	70 Staff

- Tourism Marketing

Tourism Attractions & Convention Centres

Operating	$28.7 million
Capital	$9.9 million
	208 Staff

- Tourism Attractions
- Convention Centres

Terminated Financial Assistance

Operating	$0.5 million

- Terminated Financial Assistance

Internal Administration

Operating	$3.9 million
	25 staff

- Main Office and Communications Branch

*PSAB Basis

Notes: Staff numbers are full-time equivalents.

The staff number under Attractions and Convention Centres includes only the civil servants under this Core Business (Agency Relations, Old Fort William, Huronia Historical Parks, Ontario Place and St. Lawrence Parks).

The terminated financial assistance covers commitments for the Tourism Redevelopment Incentive Program which was terminated as part of the government's cancellation of business subsidy programs in 1995-1996.

The Ministry of Tourism receives administrative support services and field services from the Ministry of Economic Development and Trade.

Who To Call

Questions or comments about the ministry's business plan are welcomed.

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Metro Toronto Convention Centre
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President
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Ottawa Congress Centre
David Hamilton
President
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The St. Clair Parkway Commission
David Cram
General Manager
(519) 862-2291

MINISTRY OF TRAINING, COLLEGES AND UNIVERSITIES

2000-2001
Business Plan

Ontario

Message from the Minister

Hon. Dianne Cunningham

As Ontarians, we all share an interest in ensuring that our young people are prepared to lead full and productive lives. It is vitally important to us as parents and, indeed, as citizens of Ontario as we look to the future.

I am proud of the investment this government has made in Ontario's postsecondary institutions and training programs. The highly educated and trained citizens who have passed through this system have made major contributions to our shared social and economic prosperity in recent years.

If Ontario is to succeed at leading Canada and other countries in economic growth, job creation and prosperity, we must continually invest in a postsecondary education and training system that provides high-quality learning, that meets the changing demands of the workplace, and that offers a place for all willing and qualified learners.

The Ministry works with partners in all sectors to create a "made-in-Ontario" postsecondary education and training system – one that will support sustained competitiveness for both individuals and the province.

With regard to training, the government continues to work with industry partners to ensure a smooth implementation of the new *Apprenticeship and Certification Act*, which constitutes the first major reform of Ontario's apprenticeship system in 30 years. As well, the government continues to pursue a Labour Market Development Agreement with the federal government. Our intention is to come up with an accord which, similar to that of other provinces, treats Ontarians fairly. The agreement would result in a seamless and co-ordinated employment training system for Ontario.

In today's world, a top-quality education is not a luxury – it's an absolute necessity. In 1999 – 2000, we spent more than $4 billion on postsecondary education in Ontario. That constitutes a greater investment in postsecondary education than has been made by any other government in Ontario's history.

The Ministry of Training, Colleges and Universities is working consistently to anticipate and meet the challenges of the future. In this report, it is evident that we continue to undertake numerous initiatives to foster a postsecondary and training system of the very highest quality.

To name just a few of our initiatives, we are:
- investing in new classrooms and laboratories in colleges and universities to accommodate increasing student enrolment;
- overhauling an outdated apprenticeship system;
- helping skilled immigrants move more quickly into jobs;
- dealing with the very real need to promote literacy and basic skills for all adults in Ontario;
- ushering in a new system of collaborative college and university education for all nursing students;
- making it easier for students to make transitions between colleges and universities;
- providing students with more choices for flexible learning opportunities, such as the chance to obtain applied degrees from colleges;
- increasing the public accountability of our postsecondary education system; and
- holding tuition fees to fair and reasonable levels.

We have an exciting and ambitious agenda ahead. I know that all of my colleagues in the Ministry join me in looking forward to working with all of our partners in the postsecondary education and training system.

The Honourable Dianne Cunningham
Minister of Training, Colleges and Universities

Ministry Vision

The Ministry of Training, Colleges and Universities strives to foster an excellent, "made-in-Ontario" higher education and training system that provides people with opportunities throughout life to gain the skills and knowledge they need to participate fully in a prosperous economy.

The Ministry helps create the conditions that provide Ontarians, no matter where they live in the province, with opportunities to take more responsibility for their personal and professional development so they can find and keep high-quality jobs that help them lead full and rewarding lives.

Our provincial postsecondary and training system will excel by:

- providing an opportunity for every qualified and willing Ontario student to attend a postsecondary institution;
- always striving to be accessible, affordable, efficient and accountable;
- promoting life-long learning;
- providing students and trainees with the knowledge and skills essential to succeed in the global economy;
- offering high-quality programs that respond to people's needs, can be favourably benchmarked against the best in the world, and help create an educated, skilled and competitive workforce;
- ensuring a smooth transition from the classroom to the workplace and from job to job, encouraging labour mobility throughout Canada, and creating opportunities for lifelong learning;
- attracting investment by promoting innovation and a strong research capacity;
- showing the flexibility to meet the challenges of skills shortages; and
- providing information to help Ontarians make informed choices about postsecondary education and training programs that will help them achieve their goals.

Core Businesses

The Ministry's core businesses support excellence in Ontario's postsecondary education and training system.

Training

The Ministry supports programs and services that:

- prepare unemployed Ontarians, particularly youth, to enter or re-enter the workforce;
- help students find summer employment;
- provide literacy and basic skills upgrading to assist people to enter or re-enter the workforce;
- provide apprenticeship training and services to support an effective skills training system;
- provide assistance to workers facing business closures or other significant workforce adjustments; and
- provide policy, planning, research and evaluation support on labour market and training matters.

Postsecondary Education

The Ministry:

- advances students' postsecondary education through high-quality, accessible and accountable programs and research;
- encourages research to stimulate innovation in our economy; and
- provides financial support that makes postsecondary education affordable for all students.

Annual Report on Key Achievements for 1999-2000

Achievements in 1999 – 2000

This year represented a significant milestone for education and training in Ontario.

Training

Apprenticeship and Certification Act

With the proclamation of the new *Apprenticeship and Certification Act*, the government enshrined in legislation the first major overhaul of Ontario's apprenticeship system in 30 years. The new *Act* provides for a more flexible apprenticeship training system that will help industry train the skilled workers essential to compete in the global economy. It also encourages more young people to train to become skilled workers. The *Act* promotes quality training, ensures public and worker protection, and enhances industry's role in setting standards for training and promoting careers in skilled trades.

Passport to Prosperity

The government introduced the new Passport to Prosperity initiative to encourage employers to hire high school students and provide them with workplace experience. Passport to Prosperity encourages school boards to offer all interested high school students the opportunity to learn through hands-on training, a requirement of the new secondary school program. The overall goal is to help students adjust more effectively to current workplace demands and to make informed choices about postsecondary education and training.

Literacy and Basic Skills

The Ministry also introduced a consistent set of learning outcomes for the Literacy and Basic Skills program. This allows for the measurement of learner progress, and of results achieved by delivery agencies which, in turn, makes it easier for people to adjust to new employment, education and training opportunities. In 1999 – 2000, the ministry worked with 300 agencies and 10,000 volunteers to deliver literacy services to more than 55,000 Ontarians.

Youth Employment

The Ontario government has the most extensive youth employment programs in Canada. Our investment is almost triple what the Federal government will spend on youth programs in Ontario this year.

For example, The Ontario Summer Jobs campaign, which is part of Youth Opportunities Ontario, is a $50.8 million investment that combines programs offered by the Ministry of Training, Colleges and Universities, Management Board Secretariat, the Ministry of Economic Development and Trade, the Ministry of Natural Resources, the Ministry of Northern Development and Mines, and the Ministry of Agriculture, Food and Rural Affairs. In 1999, the Ontario Summer Jobs program succeeded beyond all expectations. Some 61,525 students aged 15 and up received assistance to find work or create their own summer job. Ontario has the most extensive youth employment programs in Canada. In 1999, Ontario youth gained 49,100 new jobs, the fastest job growth on record.

The Summer Jobs campaign was just one of a number of programs aimed at helping Ontarians obtain valuable training and satisfying employment.

Job Connect

The government's Job Connect program is the primary program for unemployed, out-of-school youth, responsible for over half of the government's total youth employment and training budget and program activity. Job Connect spent $111 million to help 120,000 unemployed people, including young people no longer attending schools, find jobs, return to school or gain further training.

Postsecondary Education

Funding for Postsecondary Education

In 1999 – 2000, the Ontario government spent more than $4 billion on postsecondary education in Ontario. That constituted a greater investment in postsecondary education than that made by any other government in Ontario's history.

SuperBuild

In the 1999 Budget, the government announced an investment of more than $740 million from SuperBuild for capital projects at Ontario's colleges and universities. This constitutes the largest capital investment of its kind in Ontario in 30 years. Some of the funding is earmarked for infrastructure renewal, but the majority, $660 million, will be invested in 35 new capital projects that will create an additional 57,492 spaces for students. Additional investments in SuperBuild are identified in the *Commitments* section below.

Access to Opportunities Program

The government also invested an additional $78 million to expand the Access to Opportunities Program. As a result, the number of places for students in high tech postsecondary programs increased by almost 40 per cent from the target originally established in 1998. The Ontario Government is providing funding of $228 million in the first three years of the program. This is in addition to an estimated $136-million contribution from the private sector. At maturity, the program will accommodate up to 23,000 students per year.

To help faculties of education meet the demand for teachers in high tech fields such as computer science and engineering, the government also provided $3.75 million to increase enrolment in teacher education programs by 500 spaces.

Key Performance Indicators

In 1998, the ministry introduced Key Performance Indicators (KPI) to measure how well colleges are meeting the needs of students and employers. These indicators include the employment rates of graduates and the satisfaction of graduates, employers and students. Published results reported that 90 per cent of college graduates who graduated in 1998-1999 were employed within six months of graduation, and that 91 per cent of employers surveyed were satisfied with the preparation that college graduates had received.

Key Commitments and Strategies for 2000-2001

For the year 2000 – 2001, the Ministry of Training, Colleges and Universities has undertaken various commitments, all of which advance the goal of improving the quality and access of our postsecondary education and training system.

The Ministry's major initiatives for the year 2000 – 2001 are outlined below.

Training

Apprenticeship

This year, the Ministry will work with industry partners to ensure a smooth implementation of the new *Apprenticeship and Certification Act*. This *Act*, which constitutes the first major reform of Ontario's apprenticeship system in 30 years, was proclaimed on January 1, 2000. It encourages more employers to train apprentices, and encourages more young people to train to become skilled workers.

In 1999, about 48,580 apprentices worked for more than 25,000 employers in Ontario. This included 13,359 new apprentices, a number expected to grow to about 15,000 in 2000 – 2001. The Ontario government has committed $48 million in 2000 – 2001 for apprenticeship and training services.

The Ontario Youth Apprenticeship Program

This year, the Ministry expanded its commitment to the Ontario Youth Apprenticeship Program. As a result, the number of opportunities available for students is expected to reach 3,500 in 2000 – 2001. When this commitment has been fully realized, the program will enable more than 4,000 students a year to participate in youth apprenticeship.

Ontario Summer Jobs Program

The Ontario Summer Jobs Program, which is part of Youth Opportunities Ontario, is led by the Ministry of Training, Colleges and Universities. The Year 2000 program, which involves six ministries, will help more than 57,000 young people find work this summer. The ministry is encouraging more employers to participate in Ontario Summer Jobs to provide opportunities for young people to expand their job horizons, especially in industries anticipating shortages of skilled workers. Since 1995, the government has doubled the number of jobs and services for young people through the Summer Jobs Program.

Ontario's $50.8 million investment in the Ontario Summer Jobs Program forms part of its overall youth employment strategy. The Provincial government has one of the most extensive youth employment programs in Canada, and its investment amounts to almost three times the amount that the Federal government will spend on youth programs in Ontario in 2000 – 2001.

Job Connect

In 2000 – 2001, Job Connect will commit $108.5 million to help 120,000 unemployed Ontarians, primarily young people, find jobs, return to school or obtain training. Seventy-five per cent of participants are expected to be employed, or participating in career-related training or education, after completing the program.

Assessment of Academic Credentials of Newcomers to Ontario

Each year, about 100,000 immigrants make Ontario their destination of choice. About two-thirds of working-age immigrants to this province have some postsecondary education or trades training. The Ontario government has the twin responsibilities of ensuring that the highest standards are defined and upheld in all of the trades and professions undertaken in Ontario, and, at the same time, of advancing the process by which qualified immigrants can enter the workforce, move forward with their own lives and contribute to Ontario's economy.

Accordingly, early in 2000, the government announced that it would create a service to assess the academic credentials of immigrant job seekers and help speed their entry into the workforce. This service will help qualified immigrants quickly find work to match their educational achievement while at the same time helping employers hire immigrants with the educational background they need. In March 2000, the Ministry announced that it had awarded the academic credential assessment contract to World Education Services. The company is to open an office in Ontario in the fall of 2000. It will operate as a not-for-profit agency and share information on assessment techniques with school boards through a shared website, as well as with other groups and institutions through bulletins.

Literacy and Basic Skills Program

The Ministry will continue its ongoing work of managing the Literacy and Basic Skills (LBS) Program as a support for literacy agencies that help people improve their literacy skills. Funding of more than $60 million annually will continue to support delivery of the program at more than 300 sites across Ontario. As well, the Ministry will assist in the implementation of AlphaRoute, the new, online literacy training system. To be launched in September 2000, AlphaRoute will provide literacy services via the Internet to learners in remote and rural areas of Ontario.

TVOntario

Last year, TVOntario was transferred to the Ministry with a revised mandate to focus on lifelong learning. In 2000-2001, the ministry will invest $48 million to support TV Ontario's activities to promote lifelong learning. An additional, one-time investment of $5 million will be made this year only.

Apprenticeship Innovation Fund

In the 2000 Ontario Budget, the government announced a $15 million investment over three years to modernize classroom training and introduce opportunities in new trades.

Postsecondary Education

Funding

In the 2000 – 2001 academic year, operating grants to Ontario colleges and universities will increase $68 million, to a total of $2.4 billion annually.

Capital Investment

In its May 1999 Budget, the government announced that through SuperBuild, it would provide $742 million for investments to build and modernize universities and colleges. Thirty-five projects were approved.

In its May 2000 Budget, the government announced that through SuperBuild, it would provide another $286 million in investments to expand and renew Ontario's colleges and universities. This funding will support an additional 24 capital projects that will create spaces for 15,587 more students. The Budget announcement brought the government's SuperBuild contribution to colleges and universities to a total of about $1 billion. Combined with partners' contributions, it will result in a total of $1.8 billion invested to renew campuses and create more than 73,000 new student spaces in Ontario's colleges and universities.

Degree Opportunities

In April, 2000, the Government of Ontario announced that it would provide students with more choices by allowing Ontario's colleges of applied arts and technology to offer applied degrees on a pilot-project basis. Up to eight projects per year will be approved for three years. As well, the government approved the establishment of private, degree granting institutions in Ontario. At the same time, the Ministry released a consultation paper entitled *Increasing Degree Opportunities for Ontarians* and promised to meet stakeholders across the province to seek advice on how to implement the changes. The announcement reflected the government's commitment to ensure the system is more responsive to the needs of students and communities. One way the government can achieve this goal is by providing students with a broader, and more flexible range of high quality learning opportunities, such as new applied degrees at colleges and the establishment of new private universities. To ensure high quality, the government is establishing a Quality Assessment Board to provide assessments of new private sector universities and to establish safeguards to ensure consumer protection.

Cooperation Between Colleges and Universities

The ministry is committed to fostering cooperation between colleges and universities. About $145 million of recent SuperBuild announcements have been earmarked for projects that promote more collaborative programming, innovative partnerships and easier student movement between colleges and universities. This will create nine new capital projects at colleges and universities, and create 10,551 net new student spaces in collaborative programs.

Four-year Nursing Baccalaureate Degree

The Ministry of Health and Long-Term Care announced this year that as of 2005, all new Ontario nurses must complete a four-year baccalaureate degree in Nursing (BscN) to be eligible for professional registration. As of September 2001, all new nursing students will enroll in a four-year program. Acting on the advice of the College of Nurses of Ontario and the Nursing Task Force, the government introduced the changes to make sure nurses are able to deliver complex health care in which patients have greater health needs. As part of its commitment to help usher in the new, four-year degree system, the Ministry of Training, Colleges and Universities will provide $10 million this year to develop collaborative college-university programs. Overall, the government will invest $22.6 million over the next seven years to support the restructuring of nursing education.

Student Assistance

The Ontario government is making new investments to support postsecondary students and maintain their access to an affordable education.

Examples are:

Starting in September 2000, new Aiming for the Top tuition scholarships will be awarded to high school graduates who earn top marks, and will assist students who need financial assistance to attend college or university. Under this program, students may receive up to $3,500 for each of four years. By September 2003, Ontario will be spending $35 illion annually for this program.

The number of Ontario Graduate Scholarships is being increased by more than 50 per cent and the value of each scholarship is being increased to $15,000. Postsecondary students will now be able to earn up to $1,700 a year from part-time work during their period of study without any reduction to their Ontario Student Loan entitlement. As well, students with merit-based scholarships will be able to earn up to $3,500 a year (including up to $1,700 from part-time work) without any reduction to their loan entitlement.

The Ministry is doubling funding for the Ontario Work-Study Plan to help universities and colleges hire twice as many students, to help them pay for their studies.

Tuition Fees

Beginning in the 2000 – 2001 academic year, colleges and universities will be allowed to raise their tuition fees for most programs by a maximum of two per cent per year, for five years. This could mean an increase next year of about $34 for college tuition, or $77 for university tuition. Having this knowledge ahead of time will help students and parents plan for postsecondary education.

Key Performance Measures

Ministry of Training, Colleges and Universities

Core Business: ***Postsecondary Education:***

The objective of the postsecondary education program is to offer high quality programs of instruction that enable students to to graduate, to obtain employment and to develop a secure financial future

Learners need to be able to identify high-quality programs that meet their needs. This information makes postsecondary institutions and programs more accountable to learners. It is assumed that institutions and programs that can demonstrate that they meet the needs of applicants will more attract applicants.

The ministry does not collect this information directly; rather, it provides policy direction and funding and works with its delivery partners to ensure that it provided.

Measures	Standard /Target	2000-2001 Commitments
Information on the quality of postsecondary programs: The value of information that enables postsecondary applicants, parents, employers and taxpayers to recognize high-quality programs that meet their needs, as indicated by the information's • completeness, • timeliness and • accuracy. Success on this Measure will indicate that the ministry has provided leadership and direction to postsecondary institutions, ensuring that they provide necessary information to applicants.	All institutions will provide information to applicants, parents, employers and taxpayers that is • complete, • timely and • accurate on an annual basis.	***Colleges:*** KPI results for the 2000-01 surveys of • student satisfaction, • graduate satisfaction, • employer satisfaction and • graduate employment will be reported in March 2001. In 2000-2001, the ministry will distribute 2% of the General Purpose Operating Grant to colleges based on the KPI performance on: • graduate employment rates six months after graduation, • employer satisfaction with graduates • graduate satisfaction. This amount will increase to 4% in 2001-2002 and to 6% in 2002-2003.
		Universities: Results for the 2000-01 survey of 1998 graduates to determine the • employment rate six months after graduation and • employment rate two years after graduation will be reported in March 2001 In 2000-01 the ministry will distribute 1% of university operating grants based on KPI performance for the university indicators noted above.

		Student Assistance: Ensure that data on default rates are available on 100 percent of postsecondary institutions and programs. The college, university and student support results will be published during 2000-2001 in an integrated report on postsecondary education performance to ensure easy access: • on the ministry's web site and • in printed format.

As the Ontario economy becomes increasingly "knowledge-based," the demand for qualified persons with advanced technology skills is increasing. Ontario's postsecondary institutions are a key source of such qualified employees.

One measure of this outcome is the capacity of postsecondary institutions to provide individual students and the economy at large with the skills and knowledge in computer-science and engineering occupations in high demand. By supporting required training, through the Access to Opportunities Program, the ministry encourages and enables postsecondary institutions to provide these "high-quality" programs.

Measure	Standard/Target	2000-01 Commitments
ATOP Enrollment: Enrollment in college and university computer-science and high-demand engineering programs, through the Access to Opportunities Program [ATOP]. Success on this Measure indicates the ministry's ability to launch, monitor and manage the increase in the number of positions in high-demand occupations.	***Universities:*** More than double undergraduate enrollment in electrical engineering, computer and software engineering, communications engineering and computer science from the 1998-99 base by 2004-2005, with growth in related post-graduate programs exceeding 50 per cent. The original target of 9,800 students has been re-set to 14,000 students at program maturity. ***Colleges:*** Increase the entry-level enrollment in electronics, engineering technology and computer science from the 1998-90 base. The original target of 6,000 students [50% increase] has been re-set to 9,300 at program maturity. The programs mature over a number of years.	***Universities:*** 2000-2001 Target is total incremental growth of 10,200 students. ***Colleges:*** 2000-2001 Target is total incremental growth of 8,500 students.

Ontario Student Assistance Program funds are limited. Funds provided by the ministry to financial institutions to cover the cost of defaulted students reduce funds that are available to eligible students. Therefore, reducing default rates ensure that the Ontario Student Assistance Program can better fulfill its objective: to help students from lower income families to meet the costs of postsecondary education. OSAP is intended to promote equality of opportunity for postsecondary studies by providing direct financial assistance for educational costs (such as tuition fees, books, and supplies) and basic living expenses.

***OSAP Default Rates*:** Ontario Student Assistance Program [OSAP] default rates. This Measure indicates the ministry's ability to design, implement and enforce a default reduction strategy. Reduction of the default rate is a key ministry priority and a matter of public concern.	Reduce the student default rate [number loans in default as a percentage of the number of loans issued] to less than 10% within five years, i.e. by 2002-2003. The 1999 default rates reflect the repayment status of students who were issued Ontario Student Loans and completed or exited their studies in 1996-97. The average 1999 default rate for Ontario postsecondary institutions was 18.2%, ranging from 8.4% for universities, 20.1% for colleges to 31.0% private vocational schools and 7.9% for other private and publicly funded institutions. **NOTE:** The effect of recent policy changes will begin to take effect in 2000-2001.	Continue policy of requiring postsecondary institutions to reimburse the ministry for defaults past the default "threshold" and de-registration of postsecondary programs and institutions that do not reimburse. • 1998-99 38.5% • 1999-2000 33.5% • 2000-2001 28.% • 2001-2002 25.0%

Core Business ***Training:***

A key outcome of the Training Division is to prepare unemployed Ontarians, particularly youth, to enter and re-enter the workforce and help students find summer employment. As of April, 2000, the seasonally adjusted unemployment rate for all Ontarians was 5.5%; the rate for youth was 11.4%. Job Connect and Summer Jobs Service assists unemployed people, especially youth, gain the skills and knowledge they need in order to find and keep real jobs.

Measure	Standard/Target	2000-2001 Commitment
Placement Rates: Placement rate of Job Connect participants, i.e., percentage of participants who either: ▸ get a job ▸ return to school or training, measured three months after they complete the Job Connect program. The measure indicates the success of programs in assisting young people either to obtain employment or return to school or training as a further step.	At least 75 percent of participants will either: • get a job • return to school or training, measured three months after they complete the Job Connect program. Baseline 1995-96: 70% A 1997-98 comparison of federal and provincial employment preparation programs in other provinces showed that 54-60% of participants got a job or returned to school or training.	About 120,000 clients will receive service during 2000-01. Of the 120,000 clients, about 90,000 will receive intensive service, i.e. employment planning and/or on-the-job training [CLIENT PROFILE: Of these 90,000: • 90% * will be youth; • 74% will have Grade 12 education • or less; • about 25% will have been out of school, out of training or out of work for more than a year or will have never worked at all.] About 70,200 (78%) of the 90,000 will obtain employment, enter training or return to school, measured three months after they complete the Job Connect program. * Of the total (120,000) served, about 80% will be youth.
Cost/Effectiveness: Cost of service for each client of the Job Connect program.	Baseline 1995-96 [before program reform]: Actual cost-per-client was $1,650. From 1995-96 through 1998-99, the cost per client was reduced from $1,650 to $1,000–a decrease of 39%. A 1997-98 comparison with federal and provincial employment preparation programs showed that: • the Job Connect cost per client was about 44% of that of comparable federal programs • among provinces, Ontario's Job Connect's cost per client of $1,203 was about the same as the lowest provincial cost per client [British Columbia] at $1198 but Ontario's Job Connect success rate was 30 percentage points higher.	Achieve an overall cost per client of about $910.
Summer Employment: The number of students helped to obtain summer employment, within the program budget. The measure indicates the ministry's achievement in assisting the maximum number of students, within the program allocation, to obtain summer employment	Achieve the government's summer employment target, within the allocated budget. Baseline 1997-98: 26,025 youth assisted.	Contribute to the government's overall Ontario Summer Jobs target of 57,000 youth, by assisting 40,425 youth to obtain a summer job through ministry summer programs • SJS: 26,425 • Self help: 14,000

Another key Outcome is to help prepare Ontarians with low levels of literacy and numeracy to enter/re-enter the workforce or go on to further education and training.

About 20% of the Ontario adult population does not have the basic literacy skills necessary to meet the needs of the workplace and daily living. Literacy and Basic Skills provides literacy assessment and training primarily to unemployed adults to help prepare them to enter/re-enter the workforce or go on to further education and training.

Measure	Standard/Target	2000-2001 Commitment
Placement Rates: Rate of positive outcomes for LBS participants, i.e., percentage of participants who either: • get a job • go on to further education or training, measured three months after they complete the Literacy and Basic Skills program. The measure indicates the success of the program in assisting primarily unemployed adults who do not have the basic literacy skills necessary to meet the needs of the workplace to either obtain employment or return to education or training as a further step.	2000-2001 Baseline: At least 70 percent of participants will either: • get a job • go on to further education or training measured three months after they complete the Literacy and Basic Skills program.	About 65,000 clients will receive service during 2000-2001. Of the 65,000 clients, about 44,000 will receive more intensive, longer-term instructional services. The remaining 21,000 will receive information and referral, training plan development or support with self-directed learning (measures for these services are under development). Of the 44,000, about 31,000 (70%) will obtain employment or return to further education or training measured three months after they complete the Literacy and Basic Skills program.

Apprenticeship is a key element in Ontario's training system. By helping build a skilled labour force, apprenticeship enables the province to attract the investment it needs for economic growth and job creation. The continuing availability of high-quality training is an essential part of a strategy to make Ontario an attractive place for businesses to invest in, and to enable Ontario's businesses to be competitive in domestic and world markets.

The *Apprenticeship and Certification Act* was proclaimed into law January 1, 2000. Apprenticeship program encourages more employers to train apprentices and more young people to train to become skilled workers. The legislation and its regulations eliminate red tape and provide a more streamlined framework for apprenticeship training and will attract new employers and new occupations and trades into the program.

Measure	Standard/Target	2000-2001 Commitment
Registrations: Growth in the number of new apprentice registrations	Target 2003-04: 19,000 new registrants. Baseline 1998-99: 11,000 new apprenticeship registrations	Register 15,000 new apprentices
OYAP Participation: Growth in the number of high school students participating in the Ontario Youth Apprenticeship Program (OYAP)	Target 2003-04: 4,000 participants. Baseline 1998-99: 2000 high school students participating in OYAP.	3,500 high school students will participate in OYAP

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Training, Colleges and Universities

Operating	$3,252 million
Capital	$1,028 million
	570 staff

Postsecondary Education

Operating	$2,940 million
Capital	$1,028 million
	150 staff

- colleges and universities
- student support

Training

Operating	$303 million*
	401 staff

- policy and intergovernmental
- employment preparation
- apprenticeship training

* excludes loans for tools

Internal Administration

Operating	$9 million
	19 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of Training, Colleges and Universities

Operating	$3,387 million
Capital	$44 million
	680 staff

Postsecondary Education

Operating	$3,009 million
Capital	$40 million
	179 staff

- colleges and universities
- student support

Training

Operating	$368 million*
Capital	$4 million
	478 staff

- policy and intergovernmental
- employment preparation
- apprenticeship training

*excludes loans for tools

Internal Administration

Operating	$10 million
	23 staff

Note: Staff numbers are shown as full-time equivalents.

*PSAB based

Who to Call

Questions or comments about the ministry's business plan are welcomed.

Visit www.edu.gov.on.ca or call public inquiries staff at:

- (416) 326-1600
- Toll-free 1-800-387-5514
- TTY/TDD 1-800-263-2892

For information about specific areas call:

Postsecondary Education

• General Inquiries	(416) 325-2199
• Student Support Branch General Inquiries	(807) 343-7260
OSAP Hotline	1-900-565-OSAP
• Colleges Janet Hope	Janet.Hope@edu.gov.on.ca (416) 325-1815 fax:325-2245
• Universities James Mackay	James.Mackay@edu.gov.on.ca (416) 325-1952 fax: 325-1959

Training

• Training Inquiries (including summer jobs)	1-800-387-5656
TTY Toll free	1-800- 637-0743
• Job Connect, Literacy and Basic Skills Sandie Birkhead-Kirk	Sandie.Birkhead-Kirk@edu.gov.on.ca (416) 326-5456 fax: 326-5505
• Apprenticeship Judith Robertson	Judith.Robertson@edu.gov.on.ca (416) 326-5608 fax: 325-6162

MINISTRY OF TRANSPORTATION

2000-2001
Business Plan

Ontario

Message from the Minister

The Hon. David Turnbull

Recognizing the importance of transportation to economic growth, MTO will set a new record for investment in 2000-2001, with $1 billion targeted to expand and rehabilitate Ontario's highway infrastructure.

Through the SuperBuild initiative, the government has embarked on the largest infrastructure building program in Ontario's history, one which will be key to the growth of our transportation system.

Since becoming Minister of Transportation, I have made road safety my absolute top priority. Through our work, Ontario now has the toughest and most progressive truck safety laws in North America. According to the most recently available statistics, our roads are the fourth safest in North America. Fatalities on our roads are the lowest since 1950, even though the number of licensed drivers in the province has doubled in the past 25 years.

Our efforts to improve road user safety continue. My Action Plan for Safer Roads, introduced in September 1999, is a comprehensive initiative that targets aggressive driving and promotes safer roads.

In our Graduated Licensing Program, we have improved our customer service by cutting road test waiting times by half since September 1999, and we are moving toward providing additional road test availability.

Ontario's highways are roads to prosperity. Every year, more than $1 trillion in goods travel across Ontario's 16,500 centreline kilometres of highway.

I invite you to read our 2000-2001 business plan. It serves both as a progress report and as a road map for the continued growth of a safe transportation system that meets our needs, now and in the future.

David Turnbull

Minister of Transportation

Ministry Vision

The Ministry of Transportation supports a prosperous economic climate by building and managing a safe and efficient transportation system.

Our ministry's vision is an Ontario transportation infrastructure that fosters improved road user safety and well-planned highway expansion and preservation to bolster growth and development now and in the future.

To realize our vision:

- We set safety standards, focus on improving driver behaviour and enforce road user safety legislation and regulations.
- We plan and manage the building and maintenance of the provincial highway network with an emphasis on value, quality and service.
- We continually strive to achieve the highest efficiencies and endeavour to work more and more with partners and stakeholders to build a better Ontario transportation system.

Core Businesses

Road User Safety

The ministry sets safety standards, develops policies, legislation and regulations, and educates road users about road user safety. MTO evaluates the effectiveness of safety measures and inspects, monitors and enforces compliance with standards. It also tests and licenses drivers and registers vehicles.

Through public education, legislation and enforcement, the government strives to ensure all motorists take responsibility for their behaviour on Ontario's roads.

As a result of Ontario's economic growth and renewed prosperity, there are more drivers and vehicles than ever on the road. The ministry's client base includes more than 7.4 million drivers, almost 8.4 million vehicle registrants, 74,000 commercial carriers and 2,600 commercial clients.

Along with its private sector partners, the ministry works to continuously improve safety programs and services for all road users. The ministry has developed various initiatives, such as establishing the *Advisory Group for Safe Driving*, to raise awareness and promote safe driving practices as well as to receive input on changes to the rules of the road.

The ministry will continue to provide high-quality service and will strive to meet customer expectations for choice of products and services.

Provincial Highways Management

The ministry works to ensure that the provincial highway network is safe, useable, efficient and responsive to Ontario's transportation needs. The ministry delivers strategic highway expansion projects and manages and maintains more than 16,500 centreline kilometres of highway and 2,500 bridges/structures. It works to protect the public investment in the province's highway infrastructure and to increase the cost-effectiveness of capital investments and highway operations.

Responsibilities include:

- planning and design, highway rehabilitation and new construction, maintenance and operations;

- developing engineering and environmental standards;
- developing operational guidelines and policies;
- developing and implementing new technologies.

In addition to Ontario's highway network, the ministry supports ferry services at eight locations in southwestern, eastern, northwestern and northern Ontario through a combination of direct service delivery and financial support. It also operates and maintains 29 remote airports. These marine and air services complement the provincial highway network, and ensure service and access to remote communities.

The ministry provides technical assistance and support for the design, construction and maintenance of roads and bridges in areas of northern Ontario without municipal organization.

In order to provide good, cost-effective service, the ministry will continue to outsource highway maintenance, while ensuring maintenance standards are met and enforced.

Transportation Policy and Planning

A healthy transportation system is fundamental to economic growth and prosperity in Ontario. With this in mind, the ministry works with other governments, industry partners, municipal associations and the private sector to plan and promote a safe, efficient and reliable transportation system. MTO is enthusiastic about SuperBuild, an initiative that fosters more partnership investments. SuperBuild is the largest infrastructure building program in Ontario's history.

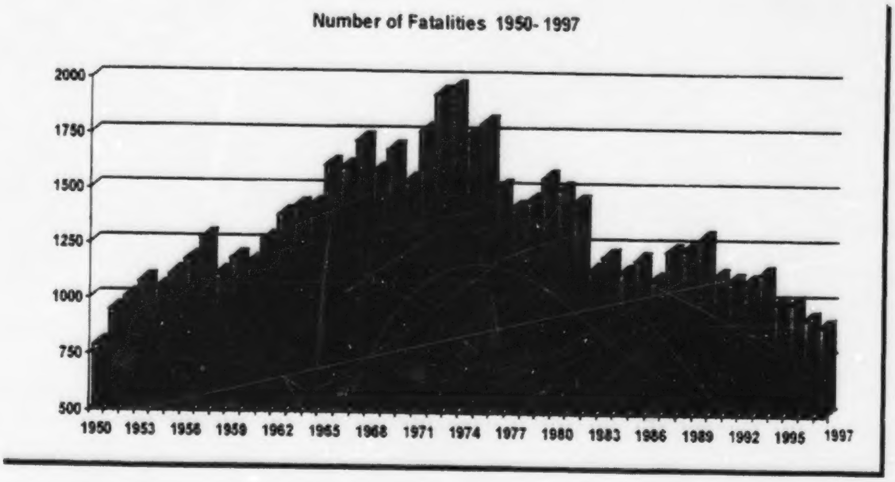
Through its transportation policy and planning activities, the ministry evaluates and monitors social, economic and technology trends. This helps the development of strategic policies and contributes to integrated long-term planning for Ontario's transportation system.

Annual Report on Key Achievements for 1999 - 2000

In 1999-2000, the ministry continued to build on its success by ensuring a safe, well-maintained and expanded transportation infrastructure. MTO also worked to improve customer service by delivering products and services more effectively and efficiently.

Safer road users and drivers

In 1999-2000, the ministry continued to implement some of North America's toughest road user safety measures. According to the most recently available statistics, Ontario's road fatalities per 10,000 drivers continue to decline – a key measure of safety improvement trends. Our tough road user safety measures contributed to Ontario being the fourth safest North American jurisdiction. The province also had its lowest fatality rate since 1950.



Improved intersection safety. In April 1999, the province and the Insurance Bureau of Canada joined to create a $2 million fund that allows enforcement officers to improve safety at high-risk intersections and to target aggressive drivers. Forty-one police services are participating in this program.

Seat belt safety. Reinforcing its commitment to promoting safer driving, MTO continued to mark April as the month for its annual Spring Seatbelt Campaign, with a focus on children's car seat safety. MTO staff worked with communities across Ontario to conduct events to raise awareness for the need to *buckle up*.

Action Plan for Safer Roads. In September 1999, Minister of Transportation David Turnbull introduced a comprehensive Action Plan for Safer Roads. The plan targets short-and long-term infrastructure improvements and promotes safe driving practices and tougher enforcement on provincial roads. It includes hiring more MTO enforcement officers, increasing public education to encourage safe driving, establishing an Advisory Group on Safe Driving and implementing short-term infrastructure improvements such as paved road shoulders and new rumble strips in specific areas of the province.

Safe commercial vehicles and carriers

Road safety continues to be a ministry priority and thanks to the measures taken by MTO, including implementing the toughest truck safety laws in North America, truck safety in Ontario continues to improve.

Carrier Safety Rating. Beginning in June 1999, MTO introduced the Carrier Safety Rating Program. Motor carrier companies are now rated according to their safety performance. These *public ratings* range from unsatisfactory to excellent and reflect the degree of adherence to safety rules. They give users of trucking and bus services better information in making decisions to contract services.

Roadcheck. Conducted in June, Roadcheck '99 confirmed that truck safety continues to improve in Ontario. Encouraging results from the three-day random truck inspection blitz showed vehicles passing the mechanical fitness inspection rose to 75 per cent, compared to 71 per cent the previous year. Between 1995 and 1999, the number of vehicles that passed the inspection improved by 33 per cent.

Inspection and maintenance standards. Several regulatory changes were implemented on June 1, 1999. These changes improve and clarify the standards for inspecting and maintaining all commercial vehicles.

Efficient testing, licensing and registration services

During the past year, MTO continued its commitment to maintain high standards in testing, licensing and registration.

Improvements to the Graduated Licensing program. As part of its ongoing commitment to improve customer service, in October 1999, MTO announced measures to reduce road test waiting periods for drivers in G1 and G2 without compromising safety standards. These measures included hiring 184 new driver examiners, establishing additional temporary road test facilities and increasing accessibility throughout the province. This resulted in doubling the number of road tests and reducing waiting times by more than half.

Web site availability for checking driver's licences: MTO introduced a system allowing vehicle owners to check the validity of driver's licences through the ministry's web site. The 24-hour, seven-days-a-week service followed the establishment of a law requiring the impoundment of vehicles (regardless of ownership) driven by persons whose driver licences have been suspended as a result of a criminal code conviction such as impaired driving.

New seven- and eight-character personalized licence plates: In March 2000, the ministry announced the much-awaited seven- and eight-character licence plates. With one-of-a-kind, personalized plates in high demand, the new plates give people a unique opportunity to express their creativity and individuality with a plate of their own choice.

Y2K readiness: The ministry devoted significant information technology resources to Y2K readiness for the start of the new millennium. All critical systems continued to function normally and high levels of customer service were maintained.

ServiceOntario initiative: ServiceOntario is one of the largest, most complex service delivery restructuring projects of any government in Canada involving more than 10 million transactions with the public each year, new technologies and the potential involvement of the private sector. ServiceOntario continued to analyze and explore the re-design of routine government services for greater public choice and convenience. MTO was the corporate lead for ServiceOntario until April 1, 2000 when the reporting was transferred to the Ministry of Consumer and Commercial Relations. MTO will maintain a close working relationship with ServiceOntario to sustain and enhance customer service and accessibility.

A reliable, efficient, accessible and integrated transportation system

The ministry continued its work to develop a framework and methodology for monitoring the performance of the entire transportation system, including modes for which the province is not directly responsible.

Highway 407ETR. In April 1999, the Ontario government announced the sale of Highway 407ETR for $3.1 billion to a private sector consortium of Grupo Ferrovial and its subsidiary Cintra Concesiones de Infraestructuras de Transporte, SNC-Lavalin, and Capital d'Amérique CDPQ, a subsidiary of the Caisse de dépôt et placement du Québec.

The ministry also took decisive action to ensure the 407ETR improved their customer service. Among the improvements is a system ensuring that motorists have fair access to a dispute resolution process regarding 407ETR billing and other administrative matters. To that end, plate denial, an essential, final option to ensure toll payment, was temporarily suspended by MTO until the dispute resolution process was finalized.

GO Transit transfer. In August 1999, the government transferred GO Transit to the Greater Toronto Services Board, following extensive planning and the provision of $106.5 million to seed future GO Transit capital needs.

Transportation planning. The ministry coordinated the development of integrated provincial and municipal transportation plans and systems to support better capital investment decisions. In the Greater Toronto/Hamilton-Wentworth area, the ministry worked with its municipal partners to identify opportunities and approaches to transportation planning for the area.

Intelligent Transportation Systems World Congress. In November 1999, MTO sponsored the highly successful, sixth Intelligent Transportation Systems (ITS) World Congress. The congress was an excellent opportunity for Ontario to showcase its expertise in the development and provision of leading edge ITS products.

Niagara Peninsula. In March 2000, MTO announced the undertaking of a study of transportation needs in the Niagara Peninsula. The Niagara Peninsula Transportation Needs Assessment Study, part of the government's commitment to infrastructure development through the SuperBuild Corporation, will examine alternatives such as a new midpeninsula corridor, further widening of parts of the Queen Elizabeth Way from six to eight lanes and other initiatives.

SuperBuild improves access to Pearson Airport. Under an agreement completed by MTO, SuperBuild Corporation and the Greater Toronto Airports Authority (GTAA), 1.5 km of Highway 409, the key access route to Pearson International Airport, will be transferred to the GTAA. The result will be enhanced access to Pearson International Airport following an $80 million GTAA investment, part of its $4.4 billion Airport Development Program. It also means a 615 per cent return on investment for Ontario taxpayers.

Investing in provincial highways

The magnitude of Ontario's highway capital program reflects the government's commitment to a safe and efficient highway network that is vital to the health of Ontario's economy. A key component is the SuperBuild Corporation, which, through strategic partnerships, will create record amounts of investment in Ontario's highway network.

Highway investment. In 1999-2000, for the second year running, the ministry delivered a record highway investment of $692 million, targeted to improve the highway network's state of repair, including safety and operational upgrades. This compares to $667 million in 1998-1999. In 2000-2001, the ministry is delivering another record for investment, with $1 billion for expansion and rehabilitation of Ontario's highways.

Expansion. In 1999-2000, the ministry's capital construction program focused on reducing congestion and improving the condition and capacity of a number of key strategic economic corridors, such as highways 401, 404, 416 and 417. The government continued to fund the expansion of Highways 69 and 11, important economic corridors in northern Ontario. MTO also built 15 new bridges across the province.

Highway 416/ Veterans Memorial Highway. In September 1999, the government officially opened Highway 416, the Veterans Memorial Highway. Highway 416 provides drivers with a full four-lane, 80-km freeway between Ottawa and Highway 401. The project was completed one year ahead of schedule and $14 million under budget.

Major projects. Emphasizing its commitment to build and renew Ontario's transportation infrastructure, in 1999-2000 MTO announced a $75-million project to extend Highway 417 in the Arnprior area; joined with Durham Region on a partnership to provide $48.5 million in road improvements to Highway 401 in Ajax, Whitby and Oshawa; commenced the reconstruction of the interchange at the Queen Elizabeth Way and Erin Mills Parkway in Mississauga and joined in partnership with Peel Region for the continued northward construction of Highway 410 in Brampton.

Efficiency improvements. Throughout 1999-2000, the ministry has continued to implement significant efficiency improvements through re-engineering of its processes and increased reliance on the private sector for the delivery of engineering, contract administration and maintenance activities, with no change to our high ministry standards. Capital construction continues to be 100 per cent delivered by the private sector. More than 80 per cent of construction administration, engineering and design and highway maintenance is outsourced.

Rehabilitation. Increased investment in rehabilitation has paid off as the condition of the provincial highway network has improved significantly over the last several years. In 1999-2000, MTO rehabilitated 62 bridges and improved and upgraded more than 2,000 centreline kilometres of highway.

Key Commitments and Strategies for 2000 - 2001

Better Driver Behaviour and Practices

MTO will attain its goal of safe driving behaviour by:

- Enhancing general road user safety.
- Targeting problem road users.
- Supporting safe commercial vehicle operations.

Increasing Competitiveness and Creating Jobs

MTO will reach its goal of supporting growth and prosperity by:

- Managing Ontario's highways more efficiently to ensure a high-quality transportation system.
- Emphasizing partnerships through strategic and innovative investments in transportation infrastructure.
- Planning and expanding Ontario's transportation system for the future.

Quality Customer Service

MTO will achieve a high level of service to its customers by:

- Conducting a consistent and thorough review of its programs to ensure that they meet the public's needs.
- Implementing continuous service delivery improvements and customer service excellence.

Value for Money

MTO will attain its goal of providing value for money by:

- Maintaining the highest standards possible in program delivery.
- Delivering a safe and efficient highway network.
- Continually improving the delivery of our business functions, through good management in all areas.

Better Driver Behaviour and Practices

Road user safety. In 2000-2001, the ministry will continue its work to increase enforcement and promote safer driving habits and higher seatbelt use through public education.

MTO will also work to reduce the risk associated with problem road users by implementing an integrated public education, research and legislative review program and will pursue a broader exchange of driver and vehicle information between Canadian jurisdictions.

Safer commercial vehicles. Recognizing that the safe movement of people and goods is essential, the ministry will improve the training and testing of bus and truck drivers. MTO will also introduce periodic renewal of Commercial Vehicle Operator Records (CVOR) to enhance our knowledge of motor carriers. As well, the ministry is applying to join the International Registration Plan to ensure commercial vehicle registration reciprocity with U.S. states.

Service delivery. In customer service, the ministry continues to build greater access to its services, such as driver examinations.

Increasing Competitiveness and Creating Jobs

Investing in infrastructure. In 2000-2001, the government will invest a record $1 billion to expand and rehabilitate our provincial highways.

MTO will continue to support and play an active role in the work of the SuperBuild Corporation, which is spearheading the largest infrastructure building program in Ontario's history. SuperBuild will help develop key strategic partnerships to undertake major highway projects.

Strategic transportation improvements will continue to focus on investments for system expansion in key economic and urban corridors such as Highways 400, 401, 404, 410, 416, 417 and the Queen Elizabeth Way. Recognizing the economic significance of northern highways, such as Highways 69 and 11, the ministry will deliver northern highway expansion projects on behalf of the Ministry of Northern Development and Mines. We will continue to work with our municipal partners to pursue joint funding for highway expansion projects.

All of this significant investment will bring Ontario's highway network to an optimal state of repair of 85 per cent, a major achievement.

Highway network management. To ensure the highest quality highway network, MTO will:

- Develop an asset management business framework that fully integrates capital investment decision-making components;
- Introduce technology applications to better manage provincial highway assets;
- Establish best practice standards for design, construction and engineering;
- Implement a new infrastructure safety program, including improvements to worker safety in construction zones, a new Ontario traffic manual and an ongoing pavement marker program.

Transportation's future. To plan for the future and to ensure that Ontario's transportation system meets our needs for economic competitiveness and safety, the ministry will:

- Work in partnership with other jurisdictions to develop strategic trade corridors and gateways that address congestion in the GTA and other urban areas;
- Continue the development and implementation of our strategy for Intelligent Transportation Systems;
- Work to refine its relationships with other provinces and the federal government on transportation issues, including stronger relationships with U.S. jurisdictions;
- Foster new partnerships with federal and municipal sectors;
- Manage the Highway 407 public/private partnership agreement, to ensure that safety and customer service standards are met and that the highway continues to be an integral part of the overall transportation system.

Quality Customer Service

The ministry will maintain its commitment to quality customer service through a program review that examines ways to improve efficiency and cost-effectiveness. The ministry will also work to improve customer service of driver and vehicle transactions, improve its service delivery and continually upgrade its business functions.

Value for Money

Program delivery. MTO will continue to provide value for taxpayers' money by maximizing direct expenditure on highway capital and minimizing the cost of management and administrative support.

To maintain its commitment to the highest standards in service delivery, the ministry will emphasize quality assurance and will develop and implement a new performance evaluation and rating system for service providers. In 2000-2001, we will continue with a value-engineering program to improve capital project efficiencies and highway safety.

Maintenance. By the end of the year, MTO expects that practically the entire provincial highway network will be maintained by the private sector – with no reduction in the ministry's high standards for highway maintenance. As well, the *Maintenance 2001* initiative, a multi-year special project, will evaluate and demonstrate new technology, techniques and practices that will make winter maintenance more efficient and cost-effective, while ensuring the best possible service and safety for all road users.

Good management. MTO will work to improve the delivery of its existing business through streamlining processes for the services that support its business functions, including the driver and vehicle business and management of its contracted services. We will continue to integrate our business planning and management processes, including risk assessment, and will implement business strategies that enhance accountability and effective use of resources across the organization.

Key Performance Measures

Road User Safety

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Safer Ontario road users and drivers	Number of fatalities per 10,000 licensed drivers	Stay within top 10 North American jurisdictions and maintain improvement trends	Track and report on the number of fatalities and number of collisions per 10,000 licensed drivers Stay within the top 10 in North American jurisdictions and maintain improvement trends
Safe commercial vehicles and carriers	Percentage of commercial vehicles identified as mechanically fit in Roadcheck inspections	Increase to above 70%	Sustain an improvement trend in the proportion of mechanically fit vehicles identified in random Roadcheck inspections to above 70%

Provincial Highways Management

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Provincial highways are delivered cost-efficiently	Percentage of total highway capital cost spent on actual construction vs. overhead in engineering management and administration	80%	Achieve a three-year average of 80% for total highway capital cost invested in actual construction

Transportation Policy and Planning

Goals/Outcomes	Measures	Targets/Standards	2000-2001 Commitments
Transportation system is reliable, efficient, accessible and integrated	Percentage of population living within 10 kilometres of a major provincial highway corridor	90%	90% of population has access to major provincial highway corridors

1999 - 2000 Ministry Spending by Core Business - Interim Actuals*

Ministry of Transportation

Operating	$618 million
Capital	$852 million
	4,670 staff

Transportation Policy and Planning

Operating	$114 million
Capital	$30 million
	152 staff

Road User Safety

Operating	$192 million
Capital	$0 million
	1,736 staff

Provincial Highways Management

Operating	$250 million
Capital	$822 million
	2,508 staff

Business Support

Operating	$62 million
Capital	$0 million
	274 staff

Note: Staff numbers are shown as full-time equivalents. Does not include funded vacancies. Staff size does not reflect recruitment currently under way to fill vacancies.

*PSAB based.

2000-2001 Ministry Approved Allocations by Core Business Plan*

Ministry of Transportation

Operating	$537 million
Capital	$799 million
	4,970 staff

Transportation Policy and Planning

Operating	$50 million
Capital	$0 million
	129 staff

Road User Safety

Operating	$177 million
Capital	$0 million
	1,870 staff

Provincial Highways Management

Operating	$243 million
Capital	$799 million
	2,608 staff

Business Support

Operating	$41 million
Capital	$0 million
	189 staff

Information Technology Cluster

Operating	$26 million
Capital	$0 million
	174 staff

Note: Staff numbers are shown as full-time equivalents. Does not include funded vacancies. Staff size does not reflect recruitment currently underway to fill vacancies.

*PSAB based.

Who to Call

Questions or comments about the ministry's business plan are welcomed.
Visit www.mto.gov.on.ca or call our public inquiries staff at
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